



**Address by the Secretary General of ICAO  
Mr. Raymond Benjamin  
to the**

*Twelfth Meeting of the Civil Aviation Authorities of the SAM Region (RAAC/12)  
(Lima, Peru, 3 – 6 October 2011)*

It is a pleasure for me today to address the representatives of the Civil Aviation Authorities of the South American Region.

In my brief remarks, I would like to share a few thoughts on how we are progressing with our new way of doing business at ICAO.

When I took up the post of Secretary General in August 2009, my goal was to make the Organization more relevant to you and to your CAA colleagues around the world, to the air transport industry and to passengers and shippers.

I started by restructuring the Organization, with the agreement of the Council, around three strategic objectives instead of six: safety, security, and environmental protection, coupled with the sustainable development of air transport. This allowed us to better focus on producing results consistent with your expectations and those of the aviation community at large.

I also introduced more flexible policies and practices – such as a more robust results-based budget, a rolling business plan and a risk-based management approach, all for the greatest return on the investment of people and money.

At the same time, we encouraged a concerted effort to build closer ties with our industry partners, not just airlines, airports and pilots, but also air traffic controllers and all professional associations.

The strategy is paying off. I believe ICAO is now more efficient, more productive and more connected to the issues and concerns of the people and organizations that operate the global air transport system.

In the area of safety, for example, we are providing safety data that compel decision-makers to take action on identified risks before they result in accidents. We are putting the finishing touches to the Global Safety Information Exchange for the systematic sharing of safety-critical information among ICAO, regulators and industry. We established a new voluntary Safety fund to help States deal promptly with urgent and unexpected safety issues. By the end of the year, we will publish an updated Global Aviation Safety Plan and the first-ever Global Aviation Safety Report to further assist you in improving safety.

For Security, I established a dedicated Branch for better coordination of programmes and a more efficient allocation of resources. Our new security strategy is totally assistance-focused – I want to channel ICAO activities and attention primarily to Member States with the greatest need for help in establishing sustainable security regimes and oversight systems. We have new standards for air cargo, including a requirement for States to establish a supply chain security process. For passengers, we are working with our industry partners on a blueprint for an airport checkpoint of the future and improved screening processes.

On the environment, I also created a Branch to make available what is required to support our expanding work on international aviation and climate change, as well as noise and local air quality.

There are many more examples of where we are making substantial progress – and they are only the tip of the iceberg compared to what lies ahead.

Again with safety, we need to ensure the efficient transition of the Universal Safety Oversight Audit Programme to the Continuous Monitoring Approach. In the spirit of greater transparency, we should have a global agreement on an ICAO safety information mechanism for the public. We must address the potential shortage of qualified aviation professionals. And we should, I believe, establish at ICAO a crisis management policy and system, so that we can react more quickly and efficiently to all emergencies, from volcanic eruptions to pandemics.

As for Security, we are looking at a new strategy on travel document security, implementation of the next phase of the Universal Security Audit Programme with increased transparency of audits results; even more assistance to States for complying with Annexes 17 and 9, and training materials to address new and evolving security threats and risks.

The thrust of our overall environmental action will be to intensify our action with all elements of the global community in “greening the blue” and supporting ongoing work on improving local air quality and reducing noise.

And let’s not forget the sustainable development of air transport. We can all benefit from States adopting ICAO policies on charges for airports and air navigation services, based on the fundamental charging principles of non-discrimination, cost-relatedness, transparency and consultation with users.

You are quite right if you think that all of this is bold, ambitious and demanding. It is also very achievable, if we all work together to achieve our goal – States, industry and other relevant partners.

Over the past few months, we have shown, without a doubt, that we can come together and get things done.

In June, we brought together all industry partners to address the number one cause of fatalities in aviation: runway-related accidents. With those same partners, we launched a series of regional workshops to roll down the practical outcome of the Global Runway Safety Symposium held this past June.

To deal with pilot fatigue, more and more associated with aircraft accidents, we joined forces with the International Air Transport Association and the International Federation of Air Line Pilots' Associations to produce guidance material for operators on Fatigue Risk Management Systems, in line with similar guidance that you have all received.

Perhaps the best example and the one that is closer to the agenda of your meeting here is the Global Air Navigation Industry Symposium held just two weeks ago at ICAO.

The purpose of GANIS was to provide a platform for global and regional industry partners to share latest developments and to identify commonalities or differences between their respective air navigation systems, so as to facilitate interoperability and harmonization. The GANIS was presented with a plan for the future development of a globally interoperable aviation system, based on a new methodology known as "Aviation System Block Upgrades" or ASBU.

Traditionally, we would have discussed this among States and then informed other stakeholders. In this case, we adopted a unified approach involving all of the stakeholders.

We invited experts from States with mature future systems plans, like the United States and Europe, as well as major international aviation stakeholders and industry representatives. We asked them to share their plans, activities and their investments to date.

During the meeting, we also conducted a workshop where additional States provided their own plans. Australia, Brazil, Canada, China, India, Japan and the Russian Federation all shared their visions of the future. Europe and the United States reported on their respective initiatives.

GANIS, which endorsed ASBU methodology, received many a number of pertinent and fascinating presentations – as well as significant feedback on where we stand at this point in time and what adjustments we need to make. All of this will be considered for the next revision of the ICAO Global Air Navigation Plan, which will be presented to all Member States when they convene for the 12th Air Navigation Conference next year. The purpose of that Conference will be to define the planning horizon for the next 10 years.

Having said that, we all know that technology isn't always the challenge. There are many political and economic questions that can jeopardize the proposal. That is why I created the Challenge Team, a group of senior leaders and decision-makers that can turn the vision of a globally interoperable aviation system into reality. We have now met twice and the results are positive in supporting the approach and ICAO's leadership in the process.

So, we are definitely on track.

The final element in this global undertaking is the contribution of regions. I want to seize the opportunity of my presence here to personally congratulate you for a number of actions and decisions on your part that will contribute to enhancing air navigation services.

Your meeting this week, for example, will review and approve the performance-based SAM air navigation plan that will result in significant improvements in safety, efficiency and environmental protection.

Another important step towards a more efficient air space utilization is the implementation at the end of this month of the PBN RNAV5. There is also the initiative taken by your region for harmonizing rules and procedures associated with the regional safety oversight system.

Last but not least are the excellent working relations you maintain with LACAC and the ICAO SAM Regional Office.

On this last point, I am definitely appreciative of your support and I am making sure that we can continue to improve our service to you through the Regional Office. I want you to consider our Regional Director, Franklin Hoyer, and his staff as your partners.

To that end, I am significantly improving communications, coordination and information sharing between Headquarters and our Regional Offices, including the Lima Office – to instil a sense of a “One-ICAO” with you.

I have given greater autonomy with increased accountability and resources to the Regional Directors. They are now in a better position to interact with you in all matters where we can work together in increasing the efficiency of air transport.

On the issue of the Technical Cooperation Bureau of ICAO, I have taken steps to increase the quality of services, operational and financial controls and to improve the Bureau's working methodologies. To better support least developed countries requiring ICAO assistance, I have established a Secretariat Working Group to develop new coordination procedures between TCB and the Regional Offices.

All I have described here today are the actions and decisions to work with you and with all other aviation stakeholders, in a transparent and harmonized manner, to help fulfil our collective mission – the safe, orderly and sustainable growth of an industry that is critical to the economic well-being of our global society.

I want to thank you for your invitation to join you here today and for your kind attention during my presentation.

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