



**Address by the Secretary General of ICAO
Mr. Raymond Benjamin
to the
*Management Institute of the Beijing Capital International Airport***
(Beijing, China, 20 September 2012)

Good afternoon,

Ladies and gentlemen, distinguished professors, it is a pleasure to address you today at the start of my second mandate as Secretary General of the International Civil Aviation Organization. I'd like to take this opportunity to review some pertinent global and regional trends and to highlight some of my key plans for ICAO over the next three years.

As some of you are aware, aviation today stands at an important crossroads. Current projections are forecasting a doubling of global passenger and air traffic over the next 15 years, and this growth will have significant impacts on how we continue to safely and efficiently manage the aviation system.

This is not the challenge of a future generation. Rather, it is our responsibility to establish a strong and enduring foundation today for the air transport network of tomorrow.

We can do so by comprehensively planning for the aviation system's growth, as ICAO is doing now, and in much the same way as the Beijing Capital International Airport has successfully been adjusting to your significant increases in passenger traffic over recent decades.

The rest of the world became more aware of your accomplishments first in 2008, when you opened the spectacular new Terminal 3 facility in advance of the 2010 Olympic Games.

Terminal 3 was the world's largest airport terminal when it opened and remains the world's fifth largest building by area today. During 2011, Terminal 3's added capacity helped your facility serve over 4.7 million new passengers — more than any other airport in the world.

Without a doubt, this increase in total Beijing passenger numbers was contributed to by the same trends that helped realize an 11.7% expansion of overall domestic Chinese air traffic during 2011. This significant growth also played an important part in the Asia-Pacific region's aggregate 9.1% rise in domestic traffic during this same period.

Terminal 3's development therefore provides us with an excellent example of how the Beijing International authorities continue to effectively anticipate and safely manage your region's growth. The Terminal's realization and many other advancements by this facility's management have helped it to now become the world's second busiest airport, ahead of London Heathrow in the United Kingdom and Chicago O'Hare in the United States. I commend you on this accomplishment.

As we consider your local success in adjusting to the challenge of rapid air traffic growth, I would stress that it is precisely this sort of example and forethought that ICAO is now promoting across the entire global air transport community.

To this end I initiated a review of ICAO's long-term planning earlier this year, and can confirm for you today that we will be expanding and enhancing our Strategic Objectives for the 2014-2016 triennium.

Our first Strategic Objective will remain the **Safety** of the global air transport system, which must be aviation's guiding priority.

We are presently revising our Safety planning and targets as we finalize the next edition of the Global Aviation Safety Plan. These revisions take careful note of recent developments and represent a more tailored, State-by-State approach to safety progress. They also seek to more closely coordinate our strategic safety priorities with the 15-year planning horizon of our new air navigation system Block Upgrades.

As many of you are aware, different levels of maturity persist today with respect to State safety oversight capabilities. Using our safety oversight audit results as a common baseline, ICAO will now be targeting a minimum 60% State compliance rate by 2017 with our established guidance in this area.

In addition to this 60% minimum compliance target for problem States, ICAO will continue to support more advanced States as they evolve from reactive, compliance-based safety regimes to more proactive risk management approaches. Our newly completed Safety Annex and its comprehensive State Safety Programme provisions will be a key resource aiding this process.

As an important component of the new Global Aviation Safety Plan structure and work programme, ICAO's Regional Aviation Safety Groups (RASGs) will now be helping to harmonize all activities addressing aviation safety issues worldwide.

The RASGs will facilitate ICAO's recognition of existing State safety bodies, provide a formal reporting channel for collaborative monitoring and analysis, and build on the achievements of existing sub-regional safety organizations.

ICAO also remains focused on addressing high risk safety threats as revealed through our audits. We are making good collaborative progress today on aviation's three primary accident areas, which are:

- Loss of control.
- Runway safety.
- And controlled flight into terrain.

ICAO is working closely with industry expert groups on all three of these issues, in order to progress new Standards, practices and procedures, codify best practices and better target related capacity-building efforts. These initiatives are already realizing measurable safety improvements and will especially benefit those States experiencing particular difficulty with one or more of these high risk concerns.

As the upcoming triennium will be critical to establishing the strategic basis guiding air navigation, communications and avionics improvements through 2030 and beyond, *Air Navigation Capacity and Efficiency* now constitutes a new and separate Strategic Objective.

ICAO has been working diligently in recent years, in advance of the upcoming *12th Air Navigation Conference* this November, to prepare a comprehensive and consensus-driven global plan for Air Navigation modernization based on clear operational benefits. Notably this plan seeks a common approach to resolving related capacity and infrastructure challenges, a particular point of concern for your region.

Referred to as our aviation system Block Upgrades, this new systems engineering approach establishes clearly defined capability Modules and structured implementation timelines through 2028. It directly addresses the fragmentation that can result when technological development and first-to-market considerations alone are left to define how we move forward.

By establishing advance agreement between States and industry on the operational concepts and related technologies needed for a harmonized global system, ICAO is providing global ATM planning transparency and greater certainty of investment for all players.

The results of all of this work will be presented to delegates at the upcoming *12th Air Navigation Conference* this November. We will be looking to the *Conference* to formalize:

Consensus and commitment around the Global Air Navigation Capacity & Efficiency Plan, including its minimum path, near-term Block '0' capability Modules. These determinations will be made on a detailed, State-by-State basis depending on the low- or high-density operational requirements of each.

Recommendations on the content of Block 1, which will drive the technical work programme, as well as notional agreement on the Block 2 and 3 Modules to support longer-term planning.

Agreement to produce an annual Global Air Navigation Report to measure progress against the Global Plan, and on an integrated work programme for ICAO, States, industries and standards bodies.

Mandates to pursue global Standards for Data Link and System Wide Information Management in support of our Block 1 targets.

And lastly recommendations on the possible review of the structure and management of ICAO's Expert Groups based on operational and technical needs.

~

In order to achieve optimal balance between aviation security and facilitation, and to reflect the importance attached to border integrity and supporting identity management concerns, the Strategic Objective in the security domain has been renamed *Security and Facilitation*.

A very successful *High-level Conference on Aviation Security* was recently concluded at ICAO and its decisions will help to guide our security actions over the coming triennium. Ministers, senior government officials, as well as aviation, law enforcement and cargo industry stakeholders achieved consensus at this *Conference* on:

More extensive application of risk-based security approaches.

Wider adoption of air cargo supply chain security measures.

Combating the insider threat.

The evolution of ICAO's Universal Security Audit Programme.

Capacity-building and technical assistance.

Ensuring the sustainability of aviation security measures.

Reinforcing the role of Machine Readable Travel Documents, Advance Passenger Information and Passenger Name Record data.

And lastly the need to drive technology developments and innovation.

These outcomes will shape the global aviation security strategy we will present to the 38th Session of the *ICAO Assembly* in September of next year.

I would also like to add here that, during the next triennium, the Universal Security Audit Programme (USAP) will transition to a more risk-based, continuous monitoring approach specific to aviation security. This will tailor ICAO's security monitoring activities much more closely to the specific aviation security situation of each Member State.

This new approach will allow us to generate up-to-date data, employ a project management framework to improve the focus of our State Improvement Plans, and earn more useful feedback as we continue to develop and refine related guidance provisions.

~

ICAO's increased focus on respecting economically viable solutions to air transport system development has led to the creation of a Strategic Objective supporting the *Economic Development of Air Transport*.

Activities surrounding this Objective will be focused on charges and taxes and other funding mechanisms for air transport infrastructure and operations, economic regulation and oversight, consumer protection, and improved data collection, forecasting and analysis.

The ICAO Air Transport Symposium, which took place in April 2012, identified the impediments to air transport economic sustainability and defined new strategies and tools which will allow us to support greater financial vitality.

ICAO's *Sixth Worldwide Air Transport Conference*, which will be held in March 2013, will examine key issues in air transport regulation and liberalization. This event will be essential to maintaining momentum on aviation economic sustainability efforts and guiding future work.

Specifically, the *Sixth Air Transport Conference* is projected to recommend a new regulatory framework with implications for:

Market access.

Air carrier ownership and control.

Consumer protection.

Fair competition.

Taxation and levies.

And the economics of airports and ANSPs.

The next *Air Transport Conference* represents an excellent opportunity to highlight lessons learned in developing the world's most integrated air transport market over the past decade. Notable in this respect has been your optimization of liberalization through regulatory cooperation in the interest of fair market access.

~

As we continue to seek to minimize the adverse environmental impacts of global civil aviation, ***Environmental Protection*** remains an important Strategic Objective for ICAO.

Activities in this area will continue to support research, policies and regulatory frameworks related to noise, local air quality and climate change, including alternative fuels, Market-based Measures, as well as assistance and capacity building.

States' Action Plans on the environment continue to be developed and submitted to ICAO by our Member States, showcasing and sharing their respective initiatives to reduce CO₂ emissions.

These Action Plans help us to identify implementation assistance needs and to measure how well our global aspirational goals are being achieved on a State-by-State basis. An ICAO seminar in October 2012 will be considering several options aimed at determining more practical and targeted methods of assistance supporting these initiatives.

Highlighting the viability of sustainable alternative fuels, ICAO took part in the UN Rio+20 Conference on Sustainable Development this past June.

We arranged a series of connecting commercial biofuels flights from Montreal to Rio in order to practically demonstrate how far these fuels have come. This effort was supported significantly by the airlines, airframe manufacturers, fuel suppliers and other industry stakeholders who took part.

The next challenge in this regard is to facilitate the availability of these fuels for aviation in a timely manner, and in sufficient quantities. I am pleased to report that an ICAO expert group will be developing policy recommendations in this area for early 2013. I take this opportunity to thank the EU for its support.

On the subject of MBMs, ICAO continues to work intensely to develop a global solution. At the last Council session we agreed to narrow our focus down to three possible MBM schemes and expect further progress at the next Council session in November of this year.

We are also driving forward work on an MBM framework, which will help, if needed, to govern how to apply MBM systems on a State-by-State basis. Among other technical and political aspects, the MBM framework will help establish agreed carbon metrics and accommodate the principles of non-discrimination and common but differentiated responsibilities.

Another major area of our environment-related activity is the development of a CO₂ certification Standard for aircraft, which we are currently aiming to have developed prior to 2014. In this regard ICAO's Committee on Aviation Environmental Protection recently developed a new metrics for comparing aircraft CO₂ emissions that takes into account a wide range of technical criteria.

In May 2013, ICAO will also be hosting an *Environmental Symposium* to facilitate better-informed discussions and decision-making at the 38th Session of the ICAO Assembly.

~

This concludes my review of my Organization's strategic goals for the next triennium.

As you will have noted, we have many challenges ahead of us and much to accomplish, but the important ICAO conferences taking place in the coming months should allow our Member States to resolve some very important considerations in advance of our 38th Assembly next year.

Thank you for your kind attention.
