



**SPEECH BY THE SECRETARY GENERAL OF THE
INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)
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AT A RECEPTION HOSTED BY
INTERNATIONAL AIR TRANSPORT ASSOCIATION (IATA)**

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Ladies and Gentlemen,

It is a great pleasure for me to be here and a distinct honour to have this opportunity to speak to you.

We have inevitably reached a point in the annals of aviation where a certain re-focus is necessary to conform to the realities of change and emerging challenges. The demand for air transport has been growing steadily since ICAO was established in 1947. Today, we are faced with a continuing trend, where passenger traffic will continue to expand at rates above 5 per cent for both 2006 and 2007. For the longer term, up to 2015, passenger traffic is forecast to grow at an average annual rate of 4.4 per cent, while freight traffic is anticipated to expand at a higher rate of 5.5 per cent. This is equivalent to about 2.8 billion passengers and some 51.7 million tonnes of freight by 2015.

Given this scenario, those of you in the industry know well what the changes and challenges are and the innovative measures you are taking to meet them. I will therefore direct my focus at the measures being taken by ICAO.

When I first took office in August 2003, I was aware that, as far back as 1947, the Secretary General was expected to keep under review the structure and establishment of the ICAO Secretariat with the intention of increasing its efficiency. This principle has had growing recurrence in recent times. In particular, Contracting States confirmed at recent ICAO Assemblies that the way forward lay in streamlining the Organization. This calls for procedural, managerial and administrative reforms that would improve the effectiveness of the Organization.

My mandate was therefore clear: to create a new emphasis on providing States with assistance in implementing ICAO provisions and common infrastructure. In order to achieve this goal, ICAO has to be a results-based, values-driven Organization where the bottom line is fostering the overall effectiveness of ICAO in the most cost-effective manner.

To start the process, we had to have a Vision and Mission Statement for the Organization. The Council of ICAO gave me strong guidance in this regard and adopted in 2004 ICAO's first Vision and Mission Statement. The statement, which is a concise summary of ICAO's activities and future direction, promotes safe, secure and sustainable development of civil aviation through cooperation amongst member states.

ICAO's mission is characterised by 6 Strategic Objectives aimed at enhancing safety, security and sustainable development as well as efficiency, continuity and the legal process. Management excellence in achieving these objectives is driven by 8 supporting implementing strategies.

Our first-ever Business Plan, extensively featured in the 2006 work programme of ICAO, laid the foundation for the progressive transformation of the Organization in meeting its Strategic Objectives. Practical application of the Plan involves a systematic and realistic assessment of the Organization's resources and corresponding priority choices. It also includes a sharper focus on implementation of standards and the provision of assistance and guidance to the Organization's 189 Contracting States.

To support the Business Plan, a results-based budget and results-based management process will be introduced to the next triennium budget cycle.

An important aspect of managing change is to ensure that ICAO works closely with industry in an effective way. I would like to mention two initiatives where ICAO and the industry worked together in an innovative way to develop a harmonized strategic vision.

The first is the Global Air Navigation Plan, which was endorsed by the ICAO Council in early December. This Plan contains near- and medium-term guidance on air navigation system improvements necessary to support a uniform transition to an ATM system capable of supporting the growth of air transport and its need for increased efficiency. The Plan was developed on the basis of a roadmap created by a task force of the industry, coordinated by IATA in close co-operation with ICAO.

The second initiative is the update of the ICAO Global Aviation Safety Plan, which is also based on the roadmap and is aimed at ensuring that safety initiatives around the world deliver safety improvement in a coordinated, consistent and harmonized way.

The Global Air Navigation Plan and the Global Aviation Safety Plan play an important dual role. They ensure that ICAO, its Contracting States and the industry share the same strategic vision. They also are a central element of the internal ICAO business process that supports our Strategic Objectives on safety and efficiency.

It is clear that in order to reach the bottom line of overall effectiveness, the key to ICAO's success is effective results-based management. Over the past few years, ICAO has focussed increasingly on its values by applying the core drivers of commitment, accountability, honesty, caring, achievement, and making a difference. These drivers are continuing to enable the Organization to achieve continuous improvement, long term development, and effective leadership. I believe that a full spectrum consciousness is the only way to achieve a comprehensively values-driven Organization, through the effective use of human resources as an important link in the value chain.

Ladies and gentlemen, we must change because the world around us is changing. Organizations can't stop the world from changing; the best they can do is adapt, and the smart ones do so before they have to.

That is what we all must do. Adapt to a global situation that is forcing governments, industries and the United Nations itself to reform. This is a time of great challenge. And of excitement. These could be the best of times or the worst of times that try our courage and endurance. I can assure you that ICAO, in the mainstream of civil aviation, stands ready to play its part, to the full.

I thank you for your kind attention.
