



| ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

A UN SPECIALIZED AGENCY



AFI AVIATION WEEK - EIGHTH EDITION
Nairobi, Kenya, 21 – 25 August 2023

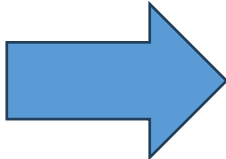
Global and Regional Perspectives

Juan Carlos Salazar
Secretary General, International Civil Aviation Organization (ICAO)

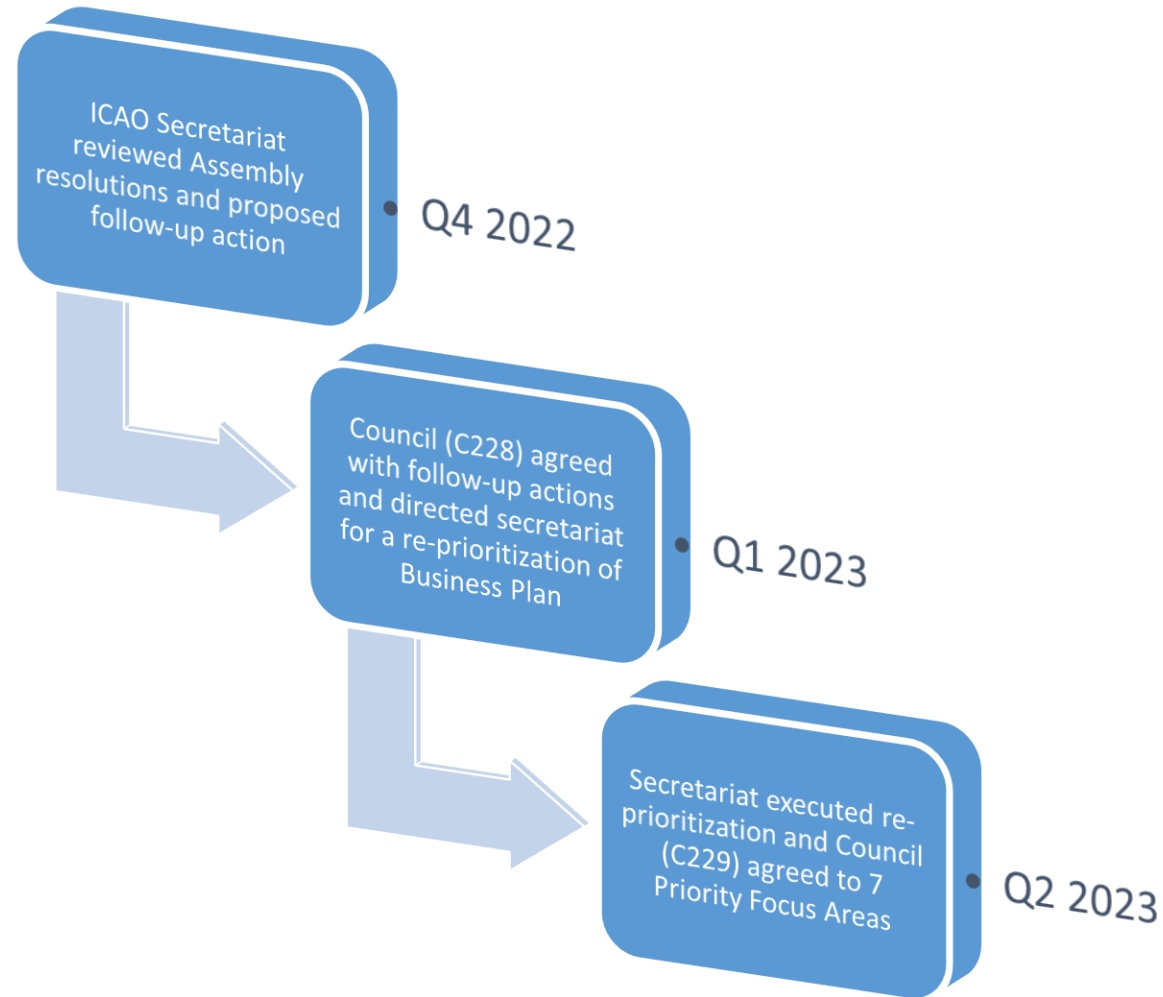
Global Priorities

Results-based
ICAO Business Plan (BP) 23-25

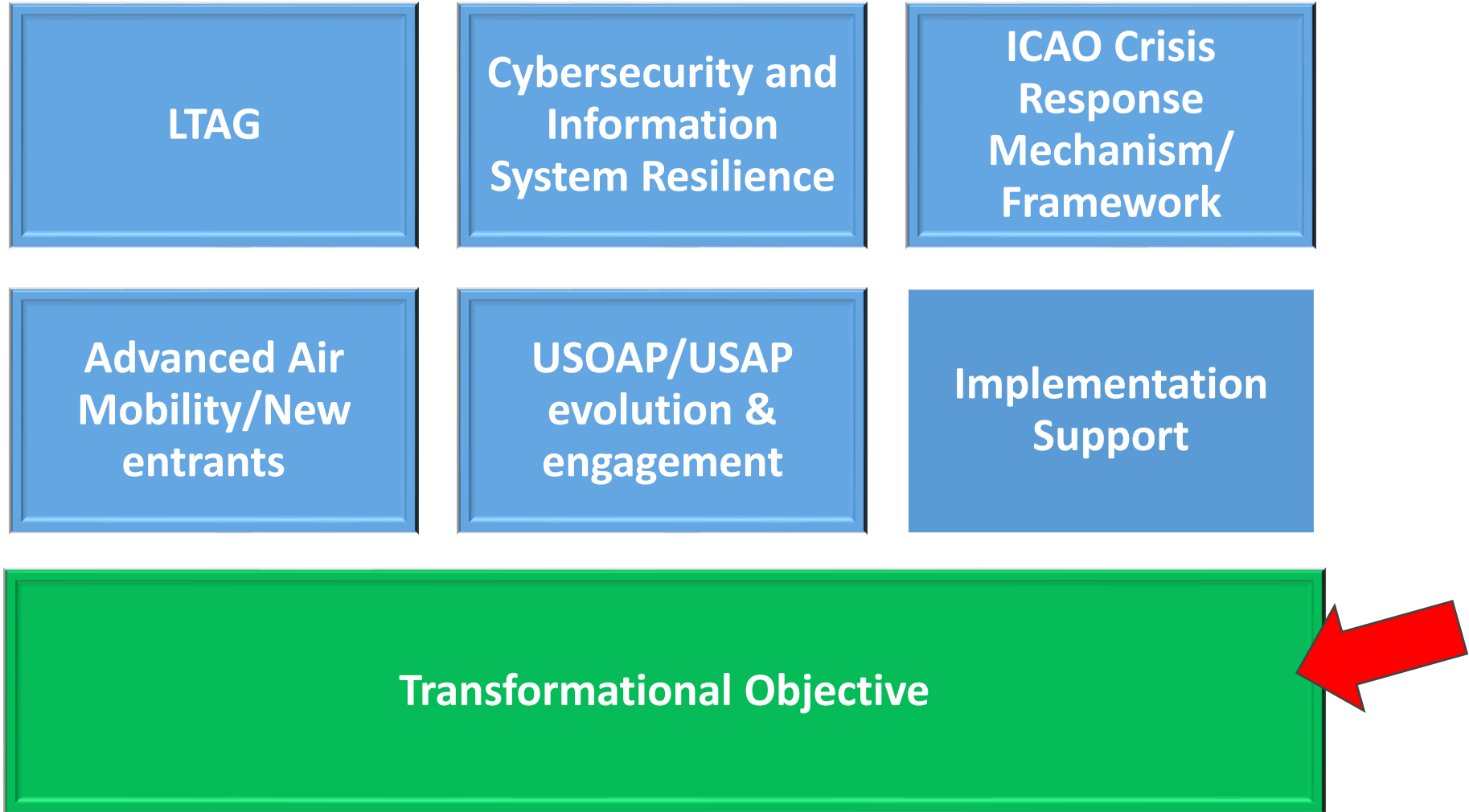
41st ICAO Assembly



Global Priorities – Reprioritization after A41



Global priorities - BP 23-25 priority focus areas



**TRANSFORMATIONAL
OBJECTIVE**

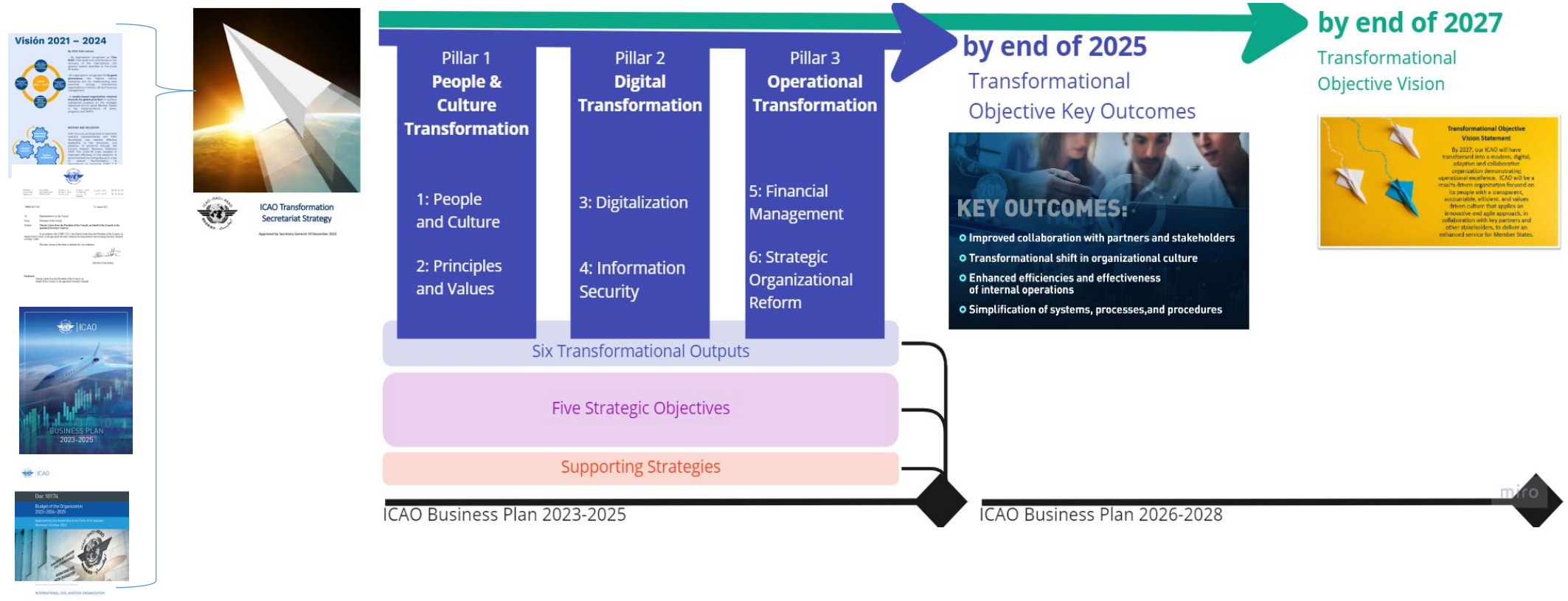
VISION

- **DIGITAL**
- **ADAPTIVE**
- **COLLABORATIVE**
- **EFFICIENT**
- **RESULTS-DRIVEN**
- **INNOVATIVE**
- **AGILE**
- **ACCOUNTABLE**
- **TRANSPARENT**
- **VALUES-DRIVEN**



How the Transformational Objective will evolve

The Transformational Objective has developed into 3 core pillars of work to achieve the Vision and Outcomes as laid out in the ICAO Transformation Strategy.



1CAO! | TRANSFORMATIONAL OBJECTIVE



KEY OUTCOMES:

- Improved collaboration with partners and stakeholders
- Transformational shift in organizational culture
- Enhanced efficiencies and effectiveness of internal operations
- Simplification of systems, processes, and procedures

Benefits for Member States

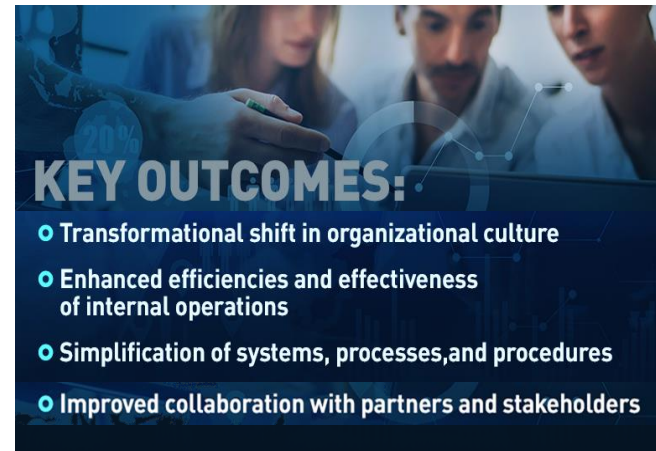


Strategy into Action...

Three core pillars of work

1CAO! | TRANSFORMATIONAL OBJECTIVE

BY 2025



KEY OUTCOMES:

- Transformational shift in organizational culture
- Enhanced efficiencies and effectiveness of internal operations
- Simplification of systems, processes, and procedures
- Improved collaboration with partners and stakeholders

PEOPLE & CULTURE TRANSFORMATION



DIGITAL TRANSFORMATION



OPERATIONAL TRANSFORMATION



BY 2027



VISION

- DIGITAL
- ADAPTIVE
- COLLABORATIVE
- EFFICIENT
- RESULTS-DRIVEN
- INNOVATIVE
- AGILE
- ACCOUNTABLE
- TRANSPARENT
- VALUES-DRIVEN

Transformation Pillars

The Transformational Objective is an initial 3-year Portfolio of work.

The goal is to transform ICAO into a modern, digital, adaptive and collaborative organization demonstrating operational excellence.

1CAO! | TRANSFORMATIONAL OBJECTIVE

PEOPLE & CULTURE
TRANSFORMATION



Inclusive,
ethical,
coherent and
sustainable
work place

DIGITAL
TRANSFORMATION



Efficient,
transparent,
simplified and
connected
digital tools
and security

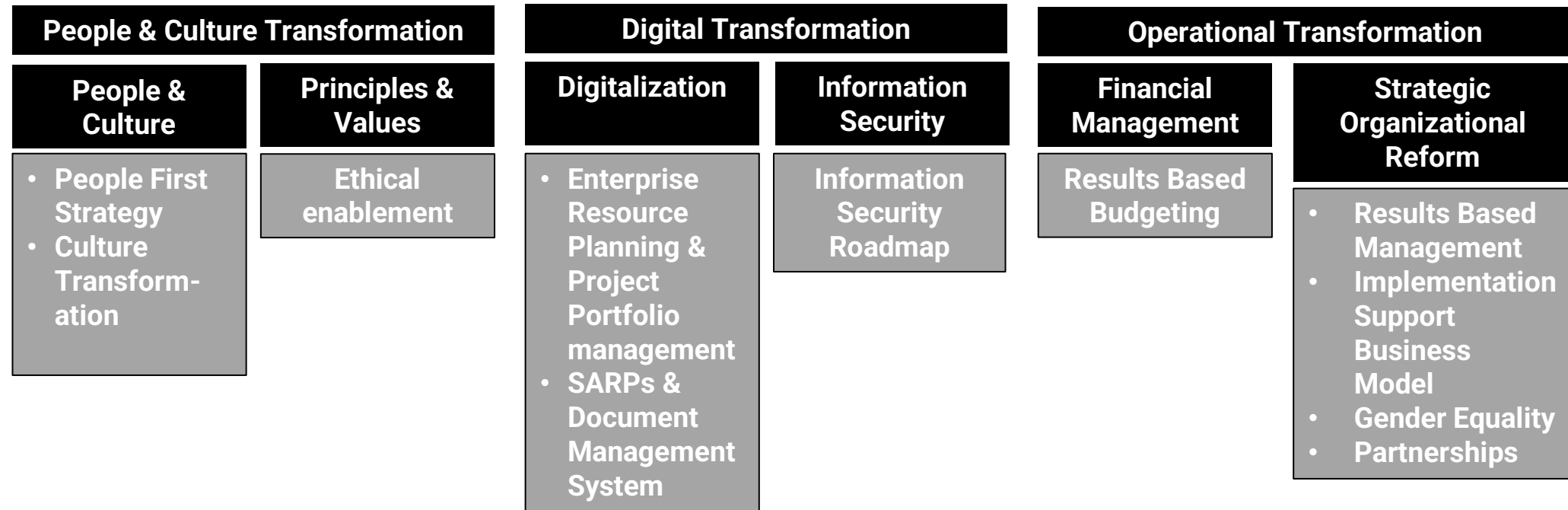
OPERATIONAL
TRANSFORMATION



Strengthened
accountability,
sustainability,
operational
excellence and a
results-based culture

Key Transformation Projects

Flagships of ICAO's Transformational Objective



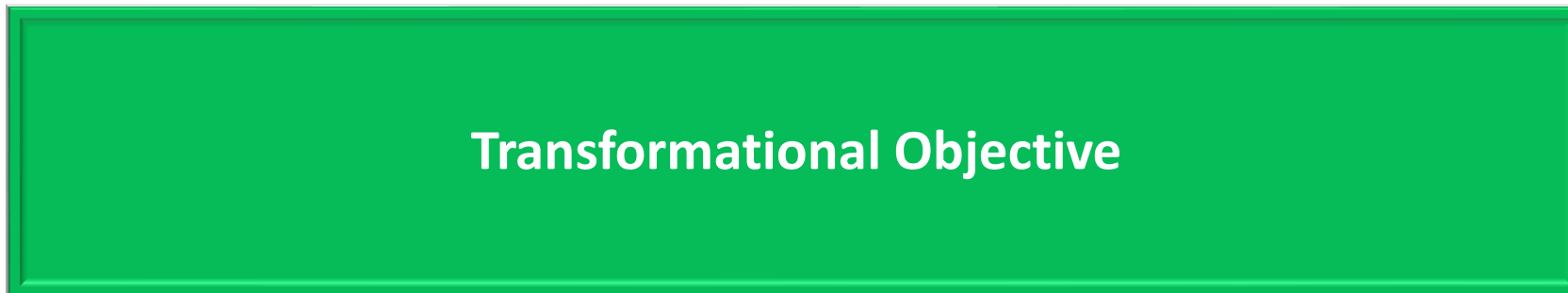
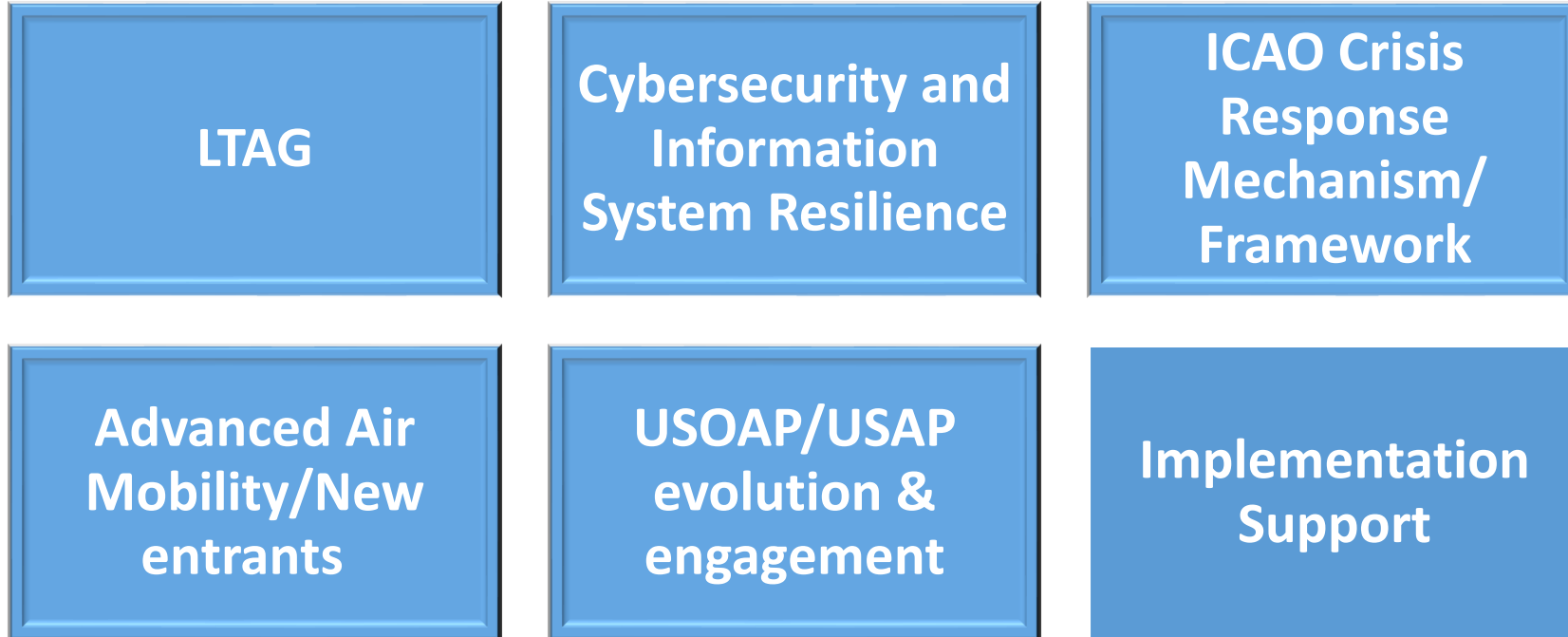
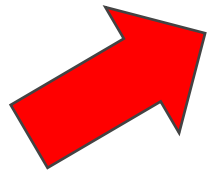
— ICAO Transformational Objective Investments

- ICAO Assembly approved a **regular budget to cover approximately half of the current estimated total cost**
- Additional voluntary contributions will assist the Organization to reach all planned outcomes.
- ICAO Council established a new **Transformational Fund** to manage donors' voluntary financial contributions.
- **Staff secondment opportunities** in the Transformation Team are currently open.
- **States and Organizations** are encouraged to continue contributing.



**TRANSFORMATIONAL
OBJECTIVE**
Resource Mobilization Prospectus

Global priorities - BP 23-25 priority focus areas

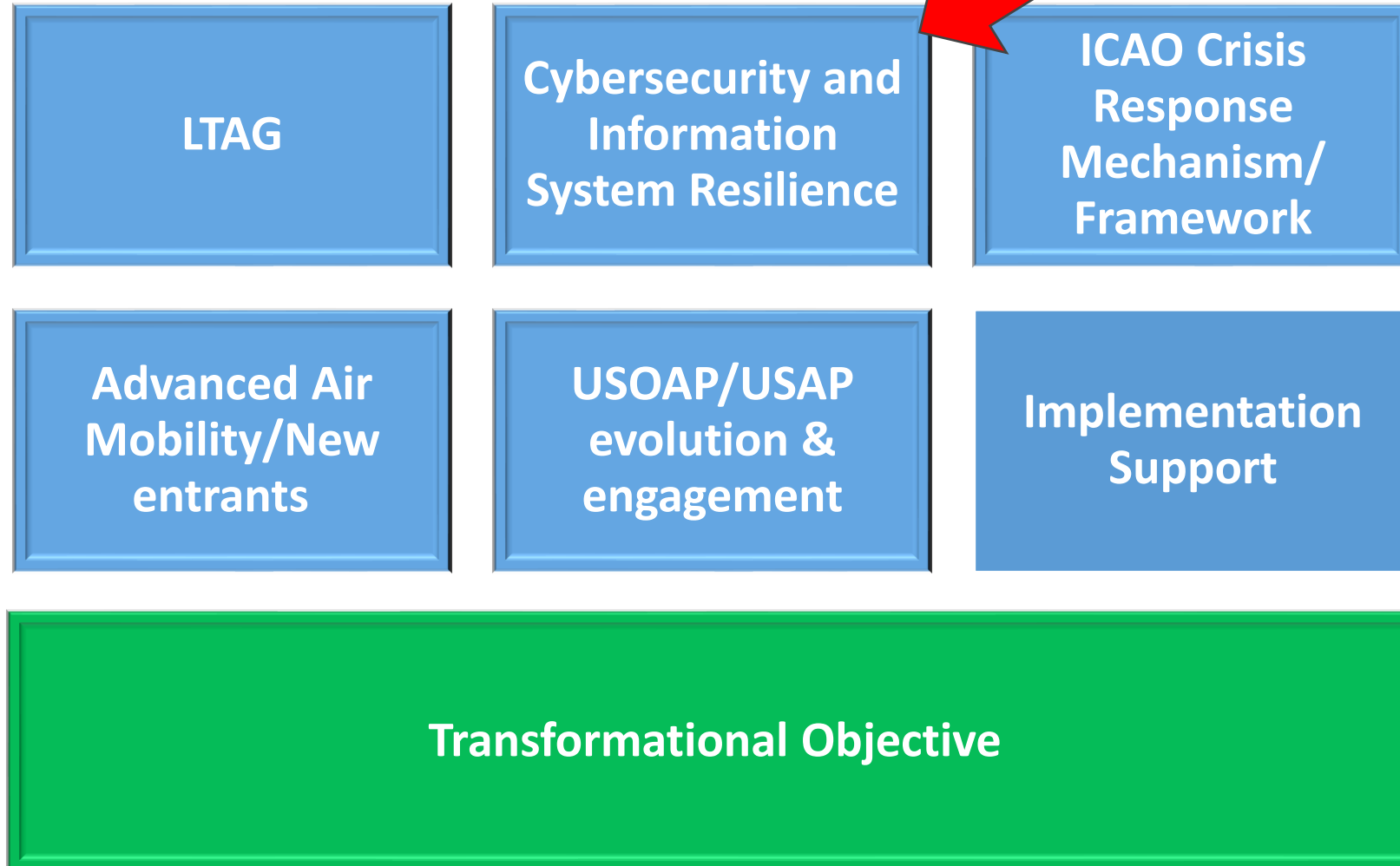


Long-Term Aspirational Goal (LTAG)

- Support States/RECs in developing specific regional projects on alternative fuels
- Increase awareness of States on LTAG
- Increase support of ICAO in collaboration with Partners toward LTAG achievements



Global priorities - BP 23-25 priority focus areas



Cyber Security and information System resilience

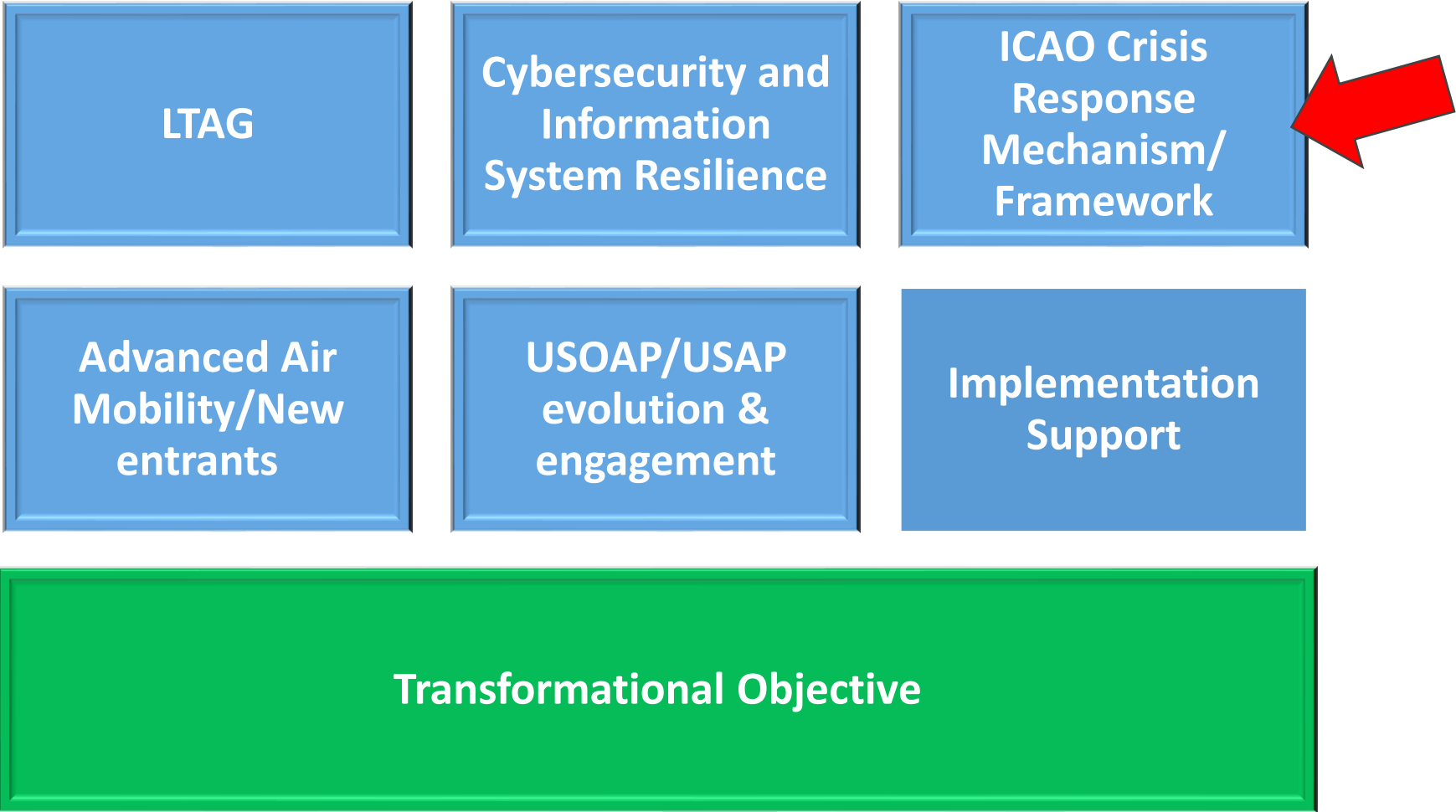
Current SARPs and ICAO Guidance relate to AVSEC and ATM

To address modern aircraft navigation and communication equipment (Electronic Flight Bags, etc.), future areas could include:

1. Aircraft, their systems and operation
2. Air Navigation Services
3. Aerodromes operations



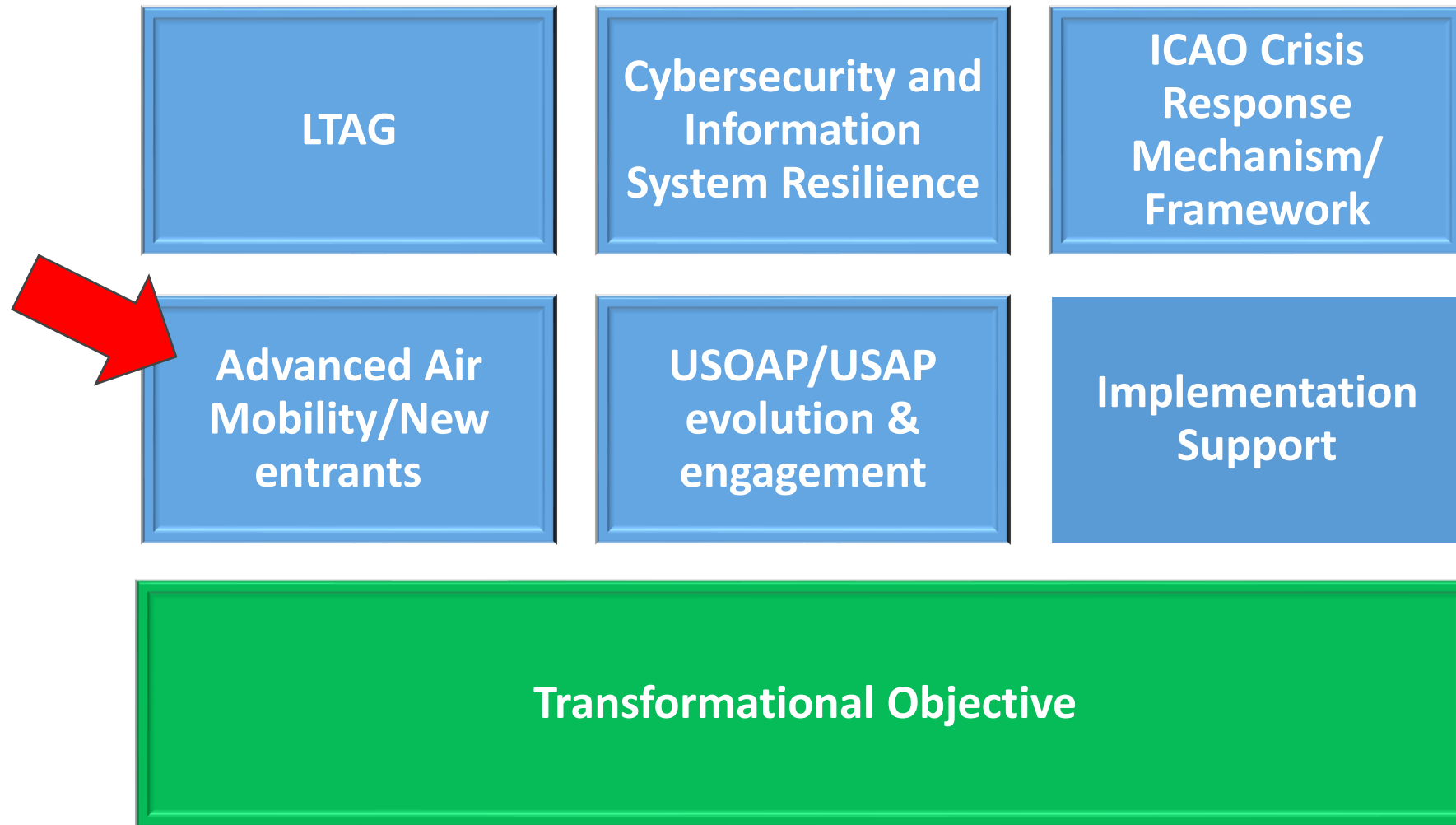
Global priorities - BP 23-25 priority focus areas



ICAO crisis response Mechanism/Framework

- We are not starting from scratch. The ATS Contingency Coordination Team (CCT) system and our response to COVID demonstrates that ICAO has the start of a framework – lessons have been learned, and improvements can be made.
- Versatility; Scalability; Responsiveness; Effectiveness.
- States should be encouraged to develop contingency plans to anticipate crises.
- Two CCTs ongoing in AFI region

Global priorities - BP 23-25 priority focus areas



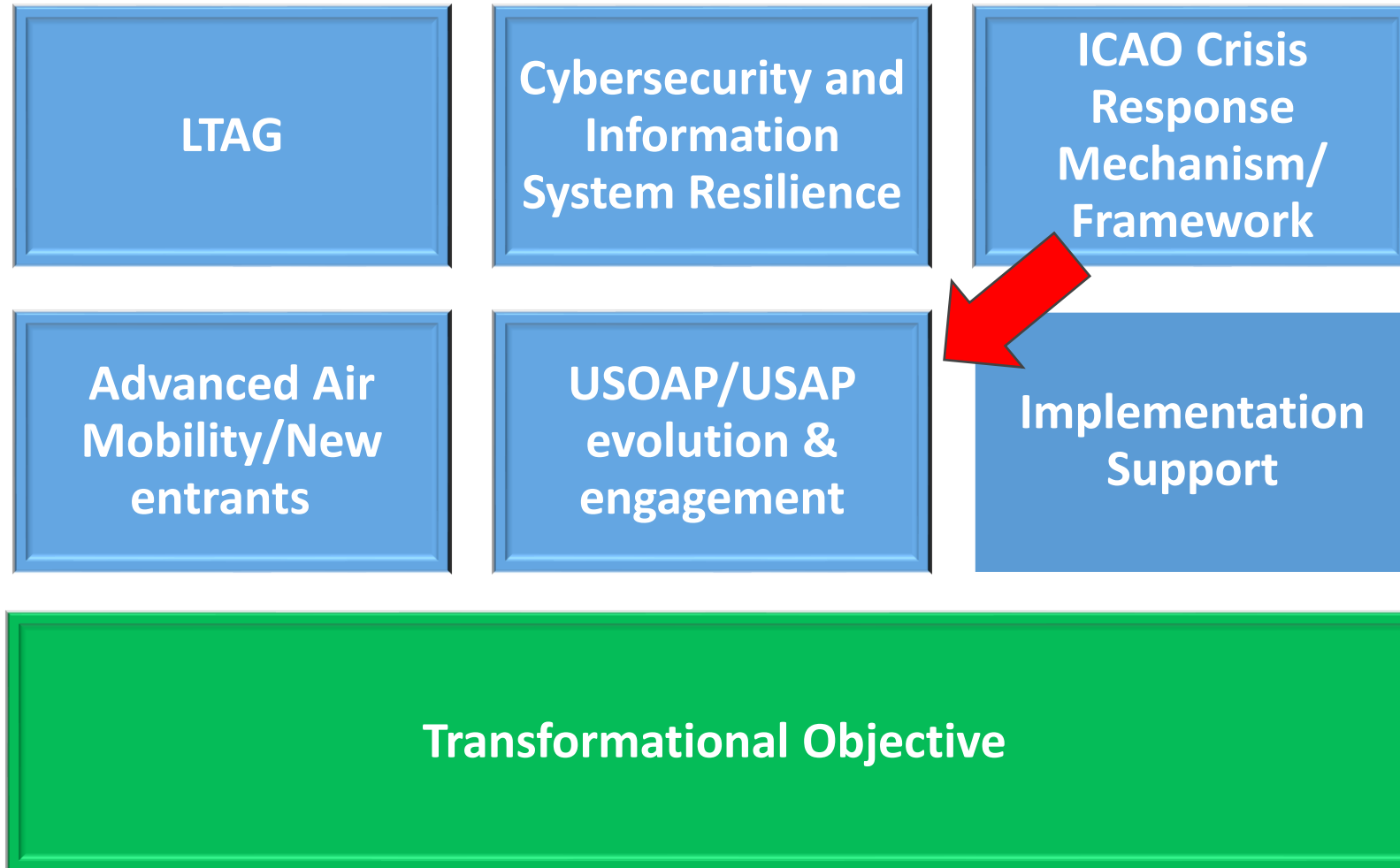
Advanced Air Mobility and New Entrants

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- Unmanned aircraft bring considerable **socio-economic benefits**
 - Transport of **vaccines, medicines, samples**
 - **Agriculture**, e.g. crop monitoring and precision spraying
 - **Emergency** response, **disaster** relief, **humanitarian** operations
- ICAO is already addressing the **regulatory framework for RPAS, UAS, and AAM**
- Several **UN entities** are involved in UAS operations/standardization (including WFP, UNICEF, UNFPA, UNDOS, FAO, WBG, UNATAG)
- **Increased cooperation** involving States and stakeholders towards common **best practices** would minimize duplication, increase synergies, and reduce operational risks caused by divergent practices



Global priorities - BP 23-25 priority focus areas



USOAP/USAP evolution and engagement

- Continuously evolve both audit programmes to ensure ICAO's monitoring functions remain fit for purpose
- Engage with States at the highest level to accept activities as planned, and promptly implement and report corrective actions
- Increase input and support to audit programmes from Regional Offices (ROs), enabling the conduct of additional activities

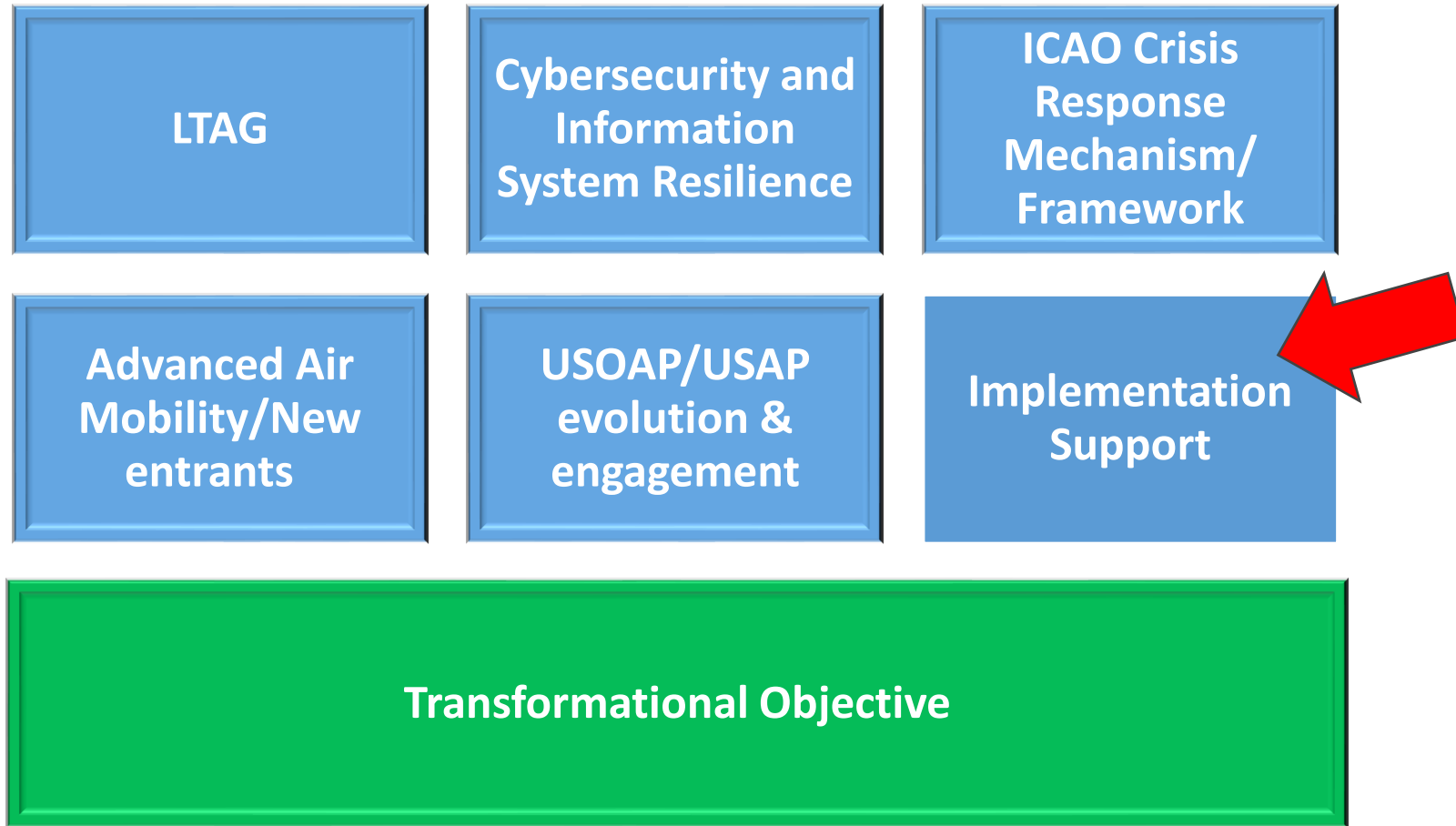


USOAP/USAP evolution and engagement

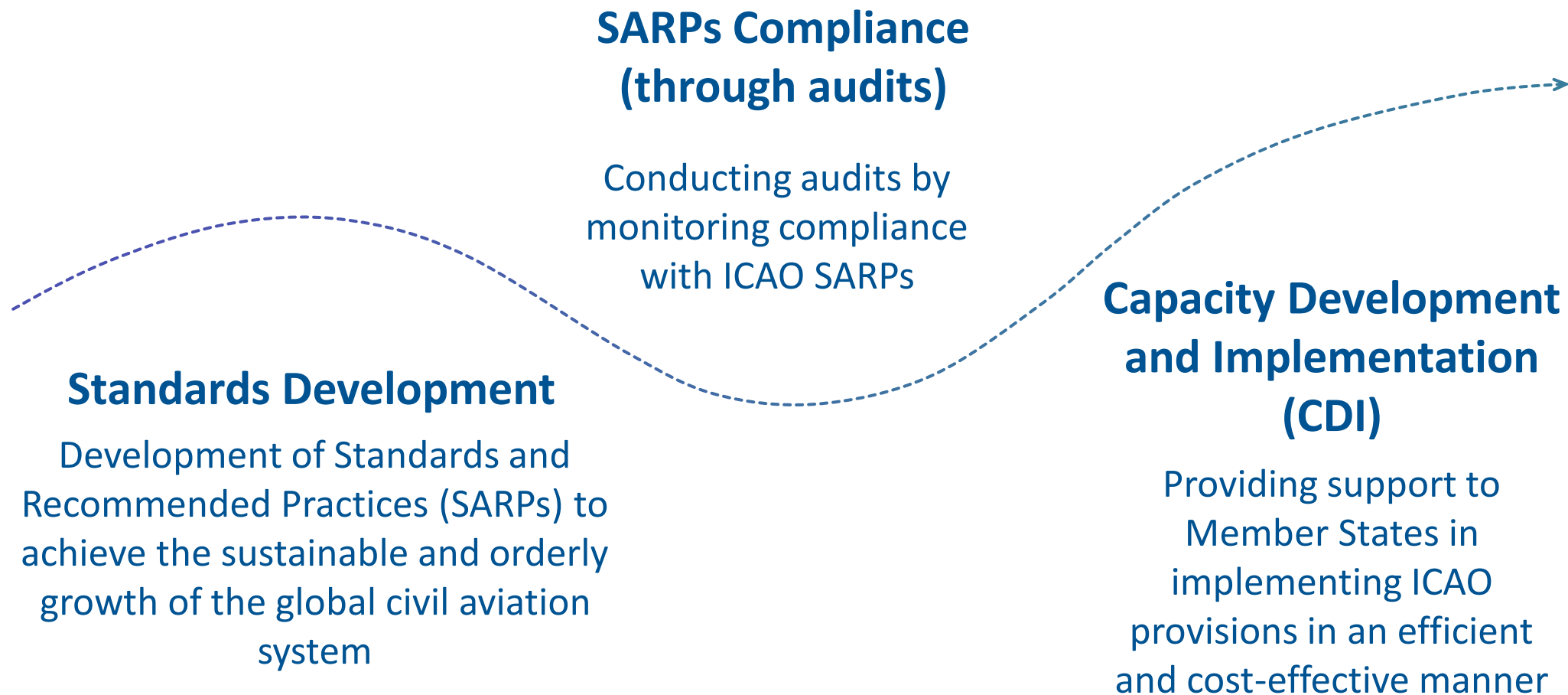
- Renew engagement with the ROs to encourage them to fulfil their roles and responsibilities relative to the audit programmes, as set out in the Regional Office Manual (ROM)
- Assess, track and/or follow-up on Corrective Action Plan (CAP), as assigned
- Share critical issues impacting each Region to support the monitoring of States
- Coordinate between HQs and the ROs on actions to be taken after USOAP/USAP CMA activities







Global priorities - BP 23-25 priority focus areas



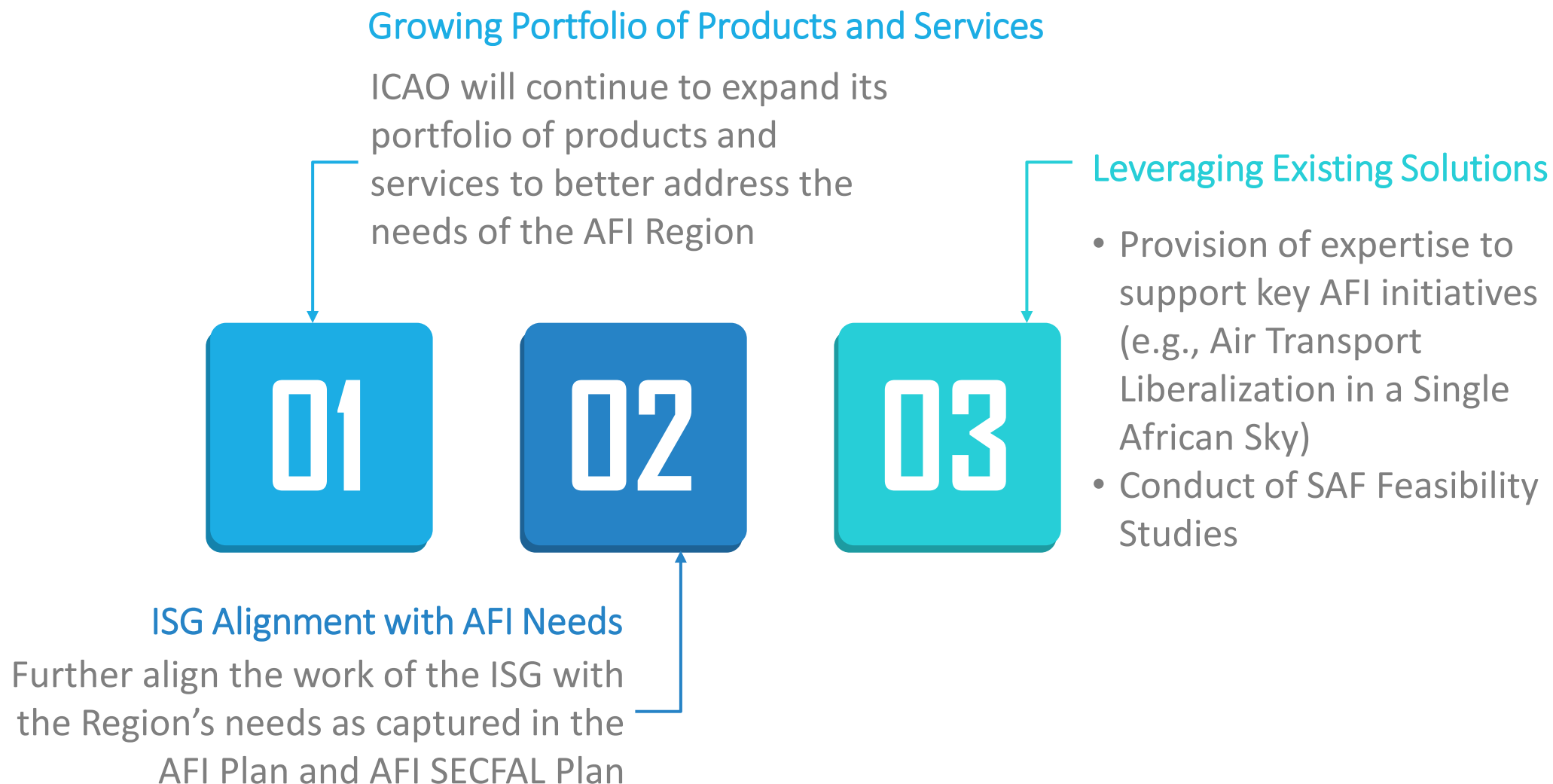
Priority Focus Area - Implementation Support



Implementation Support in AFI Region

 Projects	01	Civil Aviation Master Plan ANS Systems Meteorology Services	Aerodrome Certification Regional Safety Oversight Organization Regional Accident Investigation Body
 iPacks	02	2021: 18 iPacks deployed 2022: 19 iPacks deployed 2023: 12 iPacks deployed	Follow-up on iPacks leads for 11 AFI States Align newly developed iPacks with AFI needs Sustainable funding mechanism to deploy iPacks in AFI
 Training	03	24 TPP Members covering 18 AFI States 2020-2022: 3464 aviation professionals trained and 376 sessions delivered Continuous alignment of course development with AFI needs	
 Resource Mobilization	04	Enhancement of the civil aviation safety oversight system – Tanzania Enhancement of the civil aviation safety oversight system - Congo Civil Aviation Master Planning Course – Hosted in 6 AFI States for entire AFI Region	

Implementation Support in AFI Region – Looking Forward



Ratification of International Air Law Treaties

An important priority for ICAO





Thank You!