



**Keynote Address by
the Secretary General of ICAO,
Mr. Juan Carlos Salazar
to the 2022 ICAO Global Implementation
Support Symposium (GISS 2022)**

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1. I wish to begin by extending ICAO's deep appreciation to the Republic of Türkiye, and to its Minister of Transport and Infrastructure the Honourable Adil Karaismailoğlu, for the very warm welcome and *exceptional* facilities which have been provided for the inaugural ICAO Global Implementation Support Symposium.
2. I also wish to thank Dr. Kemal Yuksek, Director General of Civil Aviation of Turkey, and Mr. Ahmet Bolat, Chairman of the Board of Directors and the Executive Committee of Turkish Airlines, for their kind support in organizing this important event.
3. This Symposium brings together the objectives of ICAO's previously held World Aviation Forum (IWAF), Global Aviation Cooperation Symposium (GACS), and the Global Aviation Training and TRAINAIR PLUS Symposium.
4. As part of our current focus and initiatives toward OneICAO solutions, our objective in merging these events was to drive greater efficiencies and synergies for both ICAO and the States it serves.
5. We also wanted to highlight the full scope of implementation and collaboration initiatives we are working on today in support of aviation recovery, innovation, resilience, sustainable development and operational solutions beyond the COVID-19 pandemic.
6. All of these combined efforts contribute to achieving global realization of the United Nation's 17 Sustainable Development Goals under the UN's 2030 Agenda, and they also fully align with ICAO's longstanding *No Country Left Behind* (NCLB) initiative.

7. The theme for this event is intended to focus us on the road to recovery, and on how ICAO Standards and Recommended Practices, training and other implementation support provided to States, and Global, Regional and National Aviation Plans can play an important part in accelerating it.
8. The global recovery of international traffic remains everyone's top priority today, but as we continue to re-open routes and destinations, and with the summer peak travel season now fully upon us, in many cases the incredible pent up air travel demand is overwhelming limited capacity.
9. There have been some unfortunate reports of congestion and saturation as operators and governments have tried to cope with the staffing, processes and infrastructure challenges involved, but whether it's airlines being unable to find pilots, airports needing controllers or baggage handlers, or governments facing shortages of security and border control personnel, we need to innovate and collaborate to alleviate the pressures and rebuild capacity to be able to provide the target levels of service.
10. The issues being seen are common to markets and operators large and small, and to countries and route networks both advanced and developing, all over the world.
11. In other words, we need to remember that aviation is a *system*, and that it will succeed or fail as a system. Any single point of failure affects all of us, and this is why we now share such a deeply vested interest to work together, in *solidarity*, to reconnect our world.
12. Implementation Support will be the focus of our discussions at this event, and notably in the context of the OneICAO transformation I mentioned a moment ago.
13. Where previously this agency had pursued standards development, and related assistance and capacity building, as quite distinct priorities, ICAO is now driving a much more integrated approach that will see implementation requirements holistically informing new standards, practices and policies from the moment they begin being researched.
14. The leadership of the ICAO Council has been essential in this process, and in March of this year it adopted a new Policy on ICAO *Implementation Support Provided to States* which fully aligns the management of ICAO's Technical Cooperation and Technical Assistance programmes, projects, products, and services.

15. Very simply this means that we will be better able to serve your needs, ICAO's Member States, and over the next few days we will be highlighting in greater detail how we will be making our support and assistance more accessible, streamlined, and impactful.
16. **There are three key priorities** we need to consider when driving improvements to the support and assistance framework at ICAO, **and the first of these is to assure a needs-based approach.**
17. This requires using ICAO audit findings, the recommendations of Regional Planning and Implementation and Aviation Safety Groups, and other information and resources already at our disposal, to better define and tailor our implementation support and technical assistance packages straight from the start.
18. It also requires listening more closely to what States want and need from us, and ensuring the efficient use of available implementation support resources through increased digitization, data-sharing, and data-based decision-making.
19. Effective implementation support and assistance also relies very strongly on close collaboration, and this highlights **the role of partnerships as a second key priority** in improving our efforts to help States.
20. Partnerships not only bring diverse skills and knowledge to the table when we are considering implementation solutions, but also drive important efficiencies of scale and the pooling of scarce resources.
21. This leads to better solutions, and importantly to more sustainable, predictable funding for these much-needed programmes and projects.
22. There are some thirty-eight Assembly Resolutions presently in force that call for enhanced cooperation through the establishment and strengthening of partnerships and collaborative engagements across each of ICAO's Strategic Objectives and Key Priorities.
23. Some examples where we've taken a leading role in establishing and managing multi-stakeholder initiatives include our Aviation Safety Implementation Assistance Partnership (ASIAP); the Industry High Level Group (IHLG); and the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA).

24. I'm grateful to see so many of our most important partners in these and other initiatives with us here today, including from regulatory bodies, international cooperation organizations, and donor States and organizations.
25. I also must acknowledge here our Technical Cooperation Partners and TRAINAIR PLUS Programme (TPP) Members, who have been unwavering in their support for ICAO's capacity-building activities.
26. I mentioned funding a moment ago, and that's one area of particular importance when it comes to our partner efforts for aviation development assistance.
27. Many ICAO Contracting States lack the basic funding needed to develop and sustain their civil aviation organizations, infrastructure and skilled human resources, and so we will continue to explore thematic and multi-donor trust funds for training, development and capacity building in partnership with Member States, international organizations, financial institutions, industry, and relevant stakeholders.
28. Every dollar invested in aviation creates positive returns in other areas of the economy, just as every job it creates directly leads to employment growth in other sectors.
29. Implementation Support takes place within a rapidly evolving technological environment that continuously impacts both the needs of States and the interests of project and development partners.
30. This helps to highlight why **innovation in how we design and deliver implementation support is the third key priority** I would like to raise with you today.
31. The significant acceleration in the pace of aviation and digital innovation, coupled with an exponential increase in the diversity and number of innovators, has required ICAO to coordinate and evolve its approaches across the board in order to rapidly and effectively integrate cutting edge solutions for air transport at a global scale.
32. At a very fundamental level, ICAO needs to be more agile and proactive in the face of current innovations.

33. If not, we face the risk of a growing disconnect between the technologies and processes being invested in, and the level of awareness of them by our managers, experts, and panels, with negative implications for both Standards development and implementation.
34. Innovation in implementation support was most recently exemplified by the implementation packages or 'iPacks' we designed to assist States with their pandemic response and recovery priorities.
35. But going forward we must be increasingly innovative in how we identify, fund, and deliver implementation support if we're to be able to address the needs of all States and stakeholders.
36. Ladies and gentlemen, during this symposium several panels will be addressing how ICAO can engage with the industry to carry out innovative implementation support initiatives.
37. We will also be exploring how we engage with academia in the development of innovative studies, training, and projects.
38. In concluding today I'd like to highlight a few more points on how the OneICAO approach is now transforming implementation support in our Organization.
39. In the first place it's led to the higher prioritization of our Regional Offices as front-line counterparts and support providers to States, and to more effective collaboration between our regional and HQ-based experts and managers.
40. It also sees partnerships being managed through our Strategic Planning, Coordination and Partnerships Office to assure that implementation efforts are undertaken with the right technical partners and dependable funding mechanisms.
41. ICAO's Technical Cooperation Bureau, TCB, is now serving as the main implementation support arm of the Organization.
42. With over six decades of experience, and drawing upon all of the technical expertise and knowledge available within ICAO, TCB projects focus on wide-ranging needs including capacity building and infrastructure development, human resources training through the TRAINAIR PLUS Programme, the recruitment of expert consultants across all civil aviation areas, and the procurement of civil aviation equipment and services.

43. This entails a very significant volume of work, and sees our Technical Cooperation colleagues providing assistance to more than 130 States and organizations annually.
44. The projects we have assisted these countries with have provided critical advances in terms of national and regional objectives for air transport, and have included important improvements in States' training and safety oversight capacities, airport development, aviation security and facilitation, and traveller identification activities.
45. Panel 1 of our Symposium will highlight these services, and as you will learn from this and the other sessions and panels of this Symposium, ICAO and its Technical Cooperation Bureau are keeping all of these factors front and centre as we focus our support to your future projects and planning.
46. My key message to you today, as ICAO Secretary General, is that our Organization is ready and able to support all of our Member States equally with the implementation support products and services they need.
47. Our team of Senior Management Directors, Regional Directors, and other officers are present here to engage with you on TCB's extensive and proven experience and capabilities, and I greatly encourage you to bring us your challenges, questions and requests for support.
48. We greatly appreciate you joining us here in Istanbul for this important event, and I wish to once again express ICAO's deepest appreciation to our hosts for making all of this possible.
49. I wish you all very engaging and productive discussions over the next three days, and will look forward to reviewing your outcomes.
50. Thank you.