



**Address by the
Secretary General of the
International Civil Aviation Organization
Mr. Juan Carlos Salazar
to the Seventy-First Special Meeting
of ECAC Directors General of Civil Aviation**

(Sorrento, Italy – Thursday, 25 August 2022)

1. It is my great pleasure to virtually meet with all of you today, and to share some perspectives and reflect on the priorities ahead of the upcoming session of the ICAO Assembly.
2. As we continue to work together to help air transport recover from the pandemic, **a first key priority for us** is that we continue to be guided by the many lessons we've learned throughout the past 2.5 years, and to build on the outcomes of last year's ICAO High Level Conference on COVID-19.
3. To-date, the air transport recovery here in Europe has featured many of the same challenges being seen all over the world.
4. Both industry and governments alike are still dealing with significant labour shortages with cascading capacity impacts, meaning that we're still seeing limits being imposed to avoid overwhelming local operator and security capabilities.
5. I will not explore these factors in great detail with you today, because we're all living with and dealing with them on a daily basis at the moment, along with high fuel costs and the threat of a looming global recession.
6. But what I would like to highlight here is how all of our current challenges are due to excess-demand – and that's generally a good and very solvable problem for any system or enterprise.
7. This tells us for example that the pandemic has had little long-term impact on the desire of world populations and businesses to travel and connect internationally, and that only greater success and prosperity awaits us as we continue to adapt and reconnect the world.

8. It also makes clear that the outcomes of the 41st Session of the Assembly will be critical to augmenting our current recovery momentum, and to assuring that ICAO is better fit for purpose to play its part.
9. **A second key priority we must continuously focus on** is to reduce air transport CO2 emissions even as we strive for traffic growth.
10. While on the surface these may appear as contradictory goals, I strongly believe that an emphasis on technical and process innovation, coupled with intensified cooperation, can help assure they are much more complementary than is currently envisaged.
11. As highlighted by our recent High-level Meeting to discuss the long-term emissions goal, States should send a clear signal at the coming Assembly that an ambitious global long-term global aspirational goal (LTAG) needs to go together with a just as ambitious means of implementing it, including through financing and investment support.
12. Member States and stakeholders should work together on a robust capacity-building programme for CO2 reduction measures, such as through the ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) programme, and the role of State Action Plans needs to be strengthened to support the contributions of States towards achievement of the LTAG.
13. **The third key priority we must address together** is to assure we build aviation back better to be more resilient to future crises, and especially infectious disease events.
14. This engages us on key security and facilitation objectives relating to a fully digitized and contactless digital passenger experience, digital health proofs which are globally interoperable, and even the increased liberalization of air services when we consider the sustainability of our network from the socio-economic perspective.
15. As we consider what lies ahead, assuring dependable profitability for operators, and dependable financing for government border services and regulators, will obviously be fundamental to everything we hope to accomplish.
16. We also need to consider how we can do more to promote, as well as take advantage of, new aviation innovations.

17. It has been a silver lining of the pandemic that it has brought ECAC States and other region States closer together, globally, through new coordination and planning mechanisms, while greatly improving the links between civil aviation and public health authorities within States as well. We must assure that we continue to build on this momentum.
 18. Coordination and cooperation are also critical to implementation and capacity building, and to our shared *No Country Left Behind* objectives for ICAO to support State implementation.
 19. Please let me underscore here how deeply grateful ICAO has been for the partnership and generosity demonstrated towards related results in this region, and by so many States, partners and donors.
- ~
20. In a world of complex supply chains, and one where international tourist flows are becoming more and more relevant to national economic outcomes, I think it's clear to all of us in civil aviation that the new normal will need a new ICAO.
 21. The Council and Secretariat are transforming our agency today to become that more agile and cost-effective multilateral solutions provider, and one of the key ambitions for ICAO's next triennium will be the realization of a transformative vision.
 22. This vision has now been fully detailed and formalized in ICAO's 2023-2025 Business Plan, in a new transformational objective, underpinned by a rigorous results-based management (RBM) approach.
 23. The 2023-2025 vision includes Transformational Objective Outputs which will drive much needed organizational change at ICAO in the areas of human resources, ethics, IT infrastructure, services and cybersecurity, and financial and operational management.
 24. The regular budget for the Organization to implement it's Business Plan must now be adopted by the upcoming Assembly, but the regular budget will be insufficient, and in addition to this we are also undertaking a comprehensive resource mobilization strategy to support and deliver on its ambitious outcomes.
 25. I've mentioned the key role to be played by innovation in our current priorities for aviation, and the next triennium also presents an opportunity to better mainstream innovation in ICAO's work, and throughout its Strategic Objectives.

26. As international standards setters, we play a key role in assessing and enabling new technologies, and in strategizing global collaboration and targets to realize evolutionary changes in civil aviation.
27. In light of this, we're seeking new endorsements on how to implement previous Assembly Resolution A40-27 on *Innovation in Aviation*, so that we can begin pursuing more coherent, coordinated and efficient interactions with diverse stakeholders, and incorporate innovation more efficiently through adapted standards-making procedures and processes.
28. I wish to remind you that that the **Innovation Fair** immediately preceding the Assembly provides a strategic opportunity for industry and government leaders to better understand how technological and process innovations can realize a more resilient and sustainable civil aviation system.
29. It also provides an opportunity for innovators to provide insights on taking their concepts from the development to certification stages, and for States to exchange information and best practices on their approaches to regulating innovations and establishing fertile 'innovation ecosystems'.
30. There are a number of key innovation already being advanced at ICAO, one of them being the vertical take-off and landing (VTOL) capabilities supporting Advanced Air Mobility (AAM).
31. ICAO is prioritizing this future work on vertiports in the context of urban air mobility, with significant support of the European States.
32. In the Global Navigation Satellite System (GNSS) area, our current priorities are the mitigation of interference, and the introduction of new GNSS constellations and frequencies. This work includes the European Galileo system.
33. Collective responsibility for airspace management and optimization also remains an ongoing priority for ICAO, capitalizing on the latest advancements in communications, navigation and surveillance (CNS) capabilities to ensure safety while maximizing efficiency.
34. This is another excellent example of how innovation can provide win-win results for both capacity and sustainability.
35. With the digital transformation of the aviation system and the increase in digitally connected systems, diligent attention must be paid to addressing aviation's increased vulnerabilities to cyber-threats.

36. To drive much needed global prioritization and progress on this topic, ICAO is requesting international public and private cooperation to develop and deploy an International Aviation Trust Framework (IATF).
37. Key innovation and resilience decisions in the Aviation Security and Facilitation area include those on promoting the implementation of interoperable health certificates with the Visible Digital Seal for non-constrained environments (VDS-NC), and the use of the ICAO Health Master List to complement this framework.
38. We also want States to consider the strategic importance of electronic travel document issuance for achieving their objectives, and to take early and proactive steps to develop capabilities and implement solutions in this domain.

~

39. At the upcoming 41st Assembly, we will be keeping our eyes fully focused on aviation safety and air navigation priorities.
40. States will be asked to adopt new ICAO Global Aviation Safety and Capacity and Efficiency Plans (GASP & GANP), acknowledge a new Implementation Policy, and make further progress on the Location and Distress Tracking Repository to which all ICAO Member States will be urged to subscribe.
41. They will also be asked to endorse our pursuit of four work streams next triennium to strengthen the Universal Safety Oversight Audit Programme (USOAP) and the acceptance of its results.
42. In the Aviation Security and Facilitation domain, we will be looking to A41 States to highlight the need for national coordination and international cooperation to ensure the security and integrity of traveller identification at their borders, through the five core elements of the ICAO TRIP strategy.
43. We're also encouraging them to share their knowledge and expertise in order to provide technical assistance, resources and capacity building to Member States lacking resources.
44. Member States will also be asked to continue to give full support to the ICAO Universal Security Audit Programme (USAP), by actively participating in USAP activities and implementing corrective measures in a timely manner to further strengthen their aviation security systems.

45. In terms of our Economic Development Strategic Objective, we will be seeking further progress at A41 towards liberalizing air transport, improving adherence to the draft multilateral convention on foreign ownership in airlines, and increased support for air cargo operations.
 46. More generally, ICAO also continues to promote the benefits of aviation toward the UN's 2030 Agenda for Sustainable Development.
 47. Last but certainly not least, in the Environmental area, we'll be seeking the agreement of Member States on a new global Long-term Aspirational Goal (LTAG), agreement on the goal's implementation objectives, including through strengthened State Action Plans, and renewed support for CORSIA and its implementation.
- ~
48. I've mentioned implementation support numerous times through these previous points, mainly as it is critical to achieving all of ICAO's current objectives.
 49. As you might be aware, the ICAO Council in March adopted a new Implementation Support Policy which now fully aligns the management of ICAO's Technical Cooperation and Technical Assistance programmes, projects, products, activities and services.
 50. Adoption of this new Policy means that ICAO's assistance will now become more accessible, streamlined, and impactful, and mainly by addressing three key implementation support priorities.
 51. The first of these is assuring a State needs-based approach to ICAO's capacity-building activities, and the efficient use of available implementation support resources through increased digitization, data-sharing, and data-based decision-making.
 52. Effective implementation support and assistance also relies very strongly on close collaboration, and this highlights the role of partnerships as another key priority in improving our efforts to help States.
 53. 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.

54. Innovation in implementation support is the last key priority in this area, as lately exemplified by the implementation packages or 'iPacks' we designed to assist States with their pandemic response and recovery priorities.
55. Many of these have been deployed to ECAC States, and new iPack topics will be continuously developed and made available to address the evolving needs of our industry.

~

56. In concluding today, I wish to look forward to seeing you all in Montréal next month for the 41st Session of the Assembly.
57. While you will have received various ICAO State Letters and Electronic Bulletins in this regard, please let me remind you that ICAO's A41 website remains your best resource for the latest updates and information.
58. It is important to note that all participants, including those participating virtually, require proper credentials, to be deposited on time, in order to participate in meetings of the Assembly.
59. In addition, in-presence is strictly required for voting, and in case of a State not being able to be represented by an in-person accredited delegate to A41, arrangements should be made to accredit another person to vote on its behalf.
60. For any EURNAT States with outstanding Treaty ratifications to tend to, I would like to take this opportunity to encourage the States in the region to participate in the ICAO Treaty Event which will be held during the first two days of the Assembly.
61. Lastly I would like to encourage ECAC States to continue their active engagement with the ICAO EUR-NAT Regional Office, and active participation in relevant regional groups.
62. Despite the current geopolitical challenges confronting Europe, ICAO has been working to assure that the EUR/NAT Regional Office's activities are still progressing.

63. Regional Director Mr. Rallo will shortly be providing an update on some upcoming EURNAT regional events we'll be needing your States to attend, and I wish to appreciate here the recent enhanced efforts to drive improved coordination with ECAC and other key regional stakeholders.
64. ICAO, as always, remains extremely grateful for the dedication of our Member States, and all of our future objectives will rely on our continuing and very successful collaborations.
65. Thank you.