



**Opening remarks by the
Secretary General of ICAO,
Mr. Juan Carlos Salazar,
to the Programme for Directors General of Civil Aviation
on Aviation Resilience**

(Montreal, Canada, 26 September 2022)

1. I wish to begin by warmly welcoming you to ICAO Headquarters in Montréal.
2. I would also like to thank Mr. Han Kok Juan, Director-General of the Civil Aviation Authority of Singapore and his team, for their support in developing and implementing this new DGCA Programme on Aviation Resilience.
3. This latest contribution follows Singapore's pre-COVID-19-pandemic development of DGCA course programmes for aviation safety and security, and highlights once again its very productive ongoing collaborations with ICAO.
4. In addition to this current session, here in Montréal, the Aviation Resilience programme has already been delivered successfully in Singapore and the Dominican Republic, benefitting close to 95 of our DGCA colleagues from around the world.
5. As its title infers, this programme focuses on how to structure a post-COVID pandemic CAA and aviation sector and to establish effective and sustainable system resilience against future pandemics and other possible disruptions. It also highlights the safety operational measures and challenges to secure a safe return to operations.
6. Participating DGCAs are encouraged to share their perspectives and experiences during this session, and most especially concerning some key post-COVID pandemic resilience factors.
7. These would include your current operations and technology capacities, human and financial resource status, and stakeholder considerations.

8. In developing this Programme, Singapore and ICAO subject-matter experts have been guided by two key sources:
 - The guidelines issued by the ICAO Council's Aviation Recovery Task Force (CART).
 - And the outcomes of ICAO's High-Level Conference on COVID-19 (HLCC).
9. They have also sought to tailor related recommendations based on the current global needs and recovery status.
10. As we consider why this training and its delivery are vital today, it's important to keep in mind that responding to what the COVID-19 pandemic meant to aviation, and pivoting from it effectively, will in many ways require a transformation of our priorities and approaches.
11. **A first key priority** in this process will be innovation, and the fast-tracking of new technologies which support the digitalization and sustainability of air services.
12. **We should also seek** to realize increased support for ICAO's Trainair Plus and Next Generation Aviation Professionals (NGAP) programmes, keeping in mind the key role of each in enabling and optimizing system recovery.
13. With everything now on our plates in terms of air transport innovation, including not only Resilience and Digitalization but also new technology and operations, resumption of traffic growth, and overall decarbonization objectives, the role of smarter standards and model regulations has never been more relevant.
14. ICAO's Technical Cooperation Bureau is being featured in this DGCA programme because it's the main implementation pillar of the Organization, working in very close coordination with ICAO's Regional Offices and technical bureaus ANB & ATB., under the Council approved new Policy on ICAO Implementation Support provided to States, a third key priority for us.
15. 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.

16. TCB delivers assistance and capacity building to more than 130 States and organizations annually. Its role will be just as essential to your States' success in making your national air transport networks more resilient and sustainable.
17. In closing, I'd like to highlight briefly that the progress we make in this programme's sessions will have important implications for your States, and for industry operations in your regions. I encourage you to participate very actively in today's discussions.
18. And in addition to our respective concerns and interests, from a more collective standpoint, the successes we achieve in terms of air transport resilience, innovation and sustainability will also be fundamental to strengthening the trust of global populations and businesses in the core values and necessity of international air connectivity.
19. ICAO is grateful for your commitment and participation here, and I wish you all a very productive and engaging programme.
20. Thank you.