



ICAO

**Opening address by the  
Secretary General of the  
International Civil Aviation Organization  
Mr. Juan Carlos Salazar,  
to the 2023 ICAO Global Implementation Support Symposium**

*(Seoul, Korea, 30 May 2023)*

1. It is my great privilege to welcome you in beautiful Seoul for a very important event for ICAO, and for the future of international civil aviation.
2. Let me begin by extending ICAO's deepest appreciation and gratitude to the Republic of Korea's Ministry of Land, Infrastructure and Transport for being such gracious hosts, and also such great coordination partners as we worked together to organize this week's program.
3. The 2023 ICAO Global Implementation Support Symposium (GISS) combines several previously distinct ICAO symposia and fora into a one global event.
4. I must therefore acknowledge here our Implementation Support Partners, as well as ICAO's TRAINAIR PLUS Programme (TPP) Members and Partners, who have been part of these past events, and thank them too for their unwavering support of ICAO's capacity development activities.
5. Our goal is to make our related engagements with your States and Partners more efficient and cost-effective, but also to present a comprehensive range of solutions we can provide as you continue to address the modernization, sustainability, and resilience of your air transport systems.
6. **A first main priority** I would address with you in this regard is that there is an urgent and critical need for effective implementation support.
7. The pace of innovation today will place significant demands on States to evolve and modernize their national and regional infrastructure and regulatory systems, but to an extent, and at a pace, which many are now not fully -equipped to address.

8. When this capacity gap is considered, alongside the significant interdependency of the global aviation system and community, it means that all States can, and will, likely be impacted by implementation challenges.
9. We therefore share an important responsibility to determine funding and programme mechanisms which will dependably and effectively identify, address, and resolve these capacity challenges, for the benefit of all Member States, and not only those which are resource challenged.
10. Another key factor in why we need more effective and globally coordinated implementation support today, is the ever-increasing complexity of our regulatory and operational environments.
11. Whether due to new entrants, advanced air mobility and evolving operational paradigms, or the need for certification and oversight models, regulators and aviation master planners today require levels of innovation and agility, nothing short of what was called for when jet aircraft were introduced in the early 1960s.
12. That revolution in aviation democratized air travel and connected our world for the better, just as the one we are living through now promises many new types of win-win benefits for air operators, innovators, and civil society.
13. A final reason why we need more effective and globally coordinated implementation support today, is because ICAO's audit data is highlighting that countries continue to face significant challenges achieving global norms, notably in areas such as Aerodromes and Air Navigation Services.
14. These are among the most important foundational elements of a safe and efficient air transportation system, and their development and improvement delivers benefits not only to the individual State, but also to their regional and global trading partners.
15. Additionally, more than a third of Member States today present shortcomings or deficiencies against global expectations in several critical areas.
16. It is easy to imagine how widespread deficiencies in these fields could undermine the advancement of important global goals, including the full integration of remotely piloted aircraft systems, the development of advanced air mobility, or the reintroduction of supersonic air transports.

17. ICAO must continuously update its standards and recommended practices to integrate these types of cutting-edge technological advancements, but also to address emerging threats, or adopt key lessons learned from recent incidents or accidents.
18. This highlights very clearly for us how the globally accessible, competency-based training available through ICAO is fundamental to assuring that:
  - Member States stay fully up to date with these developments.
  - That they implement them on an aligned basis to assure network harmonization objectives.
  - And that they can benefit from them as fully as possible, whether operationally, economically, or otherwise.
19. The digitalization of aviation training presents many opportunities for ICAO to make our courses even more affordable, accessible, and effective, but an evolution of this nature also presumes local capacities and infrastructure, which some States still need help establishing.
20. We therefore look forward to collaborating with both governments and industry to help address these gaps and make these latest capabilities and opportunities available to all.
21. **A second key priority** I wish to raise with you concerns how implementation support begins with the standards-making process, as well as improvements in data collection and analytics.
22. This refers to how ICAO's implementation support priorities fall within three critical areas.
23. In the first place we're expected to support a participatory and data-driven standards-making process that addresses both existing and emerging global needs.
24. Second, we need to design and deliver integrated products, such as training packages, and services that help States develop all the capacities they need to effectively implement those standards.
25. And finally, to aid States facing more profound resource constraints, we must mobilize resources to ensure *No Country is Left Behind*.

26. To better help States, ICAO must commit itself to fully integrating its standards-making and implementation support activities, including training programmes, which are fully aligned to prepare for today and tomorrow's aviation professionals.
27. This will require improvements in data collection and analytics, which will be achieved in part through our digital transformational.
28. For example, while our current safety auditing and data collection methods allow us to identify thematic areas of deficiency, they do not provide a clear account of how effectively States implement each standard.
29. We amend existing standards, and create new standards, without specific data on how previous Annex amendments to SARPs impacted States, or how effectively the standards were implemented at the global scale.
30. Having this information available would not only improve the quality of our standards, but it would also allow us to better prioritize our standards-making work.
31. More critically, armed with this intelligence, we could anticipate States' implementation support needs much sooner, allowing us to undertake the development of products and services years in advance.
32. Moreover, we could identify needful States who will need capacity building early, and begin our resource mobilization activities at a point where they would be much more timely and beneficial.
33. Our implementation support activities should be based on intelligence that is updated and modernized for us to continue meeting the needs and expectations of States in the world of international civil aviation.
34. We understand that the marrying of implementation support with standards-making will allow us to better anticipate States' challenges, more quickly develop products and services to address emerging needs, and more immediately undertake resource mobilization as required.
35. To achieve these goals, it is imperative that ICAO succeeds in its transformational objective. This will enable development of the required business intelligence, predict future challenges, and cultivate resource mobilization strategies.

36. Another important evolution we are undertaking concerns our Technical Cooperation Bureau, which is now undergoing a comprehensive restructuring and rebranding to better align ICAO's products and services with the evolving needs of the global aviation community.
37. More details on this development will be unveiled later during today's opening ceremony.
38. In concluding, **a third and last priority** I would like to raise concerns the need for us to commit to a global implementation support strategy based on four key pillars:
  - A standards-making process that is fully informed of current and future implementation challenges.
  - The completion of the ICAO transformational objective, in terms of both tools and processes, needed to support our standards-development work.
  - The integrated development of implementation support products and services that not only address current challenges, but also anticipate future needs.
  - And the full implementation of ICAO's implementation support and resource mobilization policies.
39. The development of a comprehensive strategic approach will best ensure that the equitable and ever-increasing benefits of international civil aviation are enjoyed by all citizens of the world, regardless of their nationality, and that air transport can continue to fulfil its important role in our world as a critical enabler of international peace, prosperity and connectivity.
40. Thank you.