



Presentation by the
Secretary General of the
International Civil Aviation Organization (ICAO)
Mr. Juan Carlos Salazar
to the ECAC DGCA 73/SP Meeting
(Maastricht, 5-7 September 2024)
Recorded Remarks

1. It is a pleasure to address you at this important ECAC DGCA Meeting.
2. I would like to share with you ICAO's vision for the future and how we can work together to achieve it.
3. Before delving into ICAO's new long-term Strategic Plan, I would like to highlight the importance of the enhanced coordination and cooperation between ECAC and ICAO's Paris Office over the last few years. This cooperation has led to several important outcomes. In particular, we have organized joint regional events and initiatives. These efforts have resulted in significant positive impacts for numerous States throughout the Paris Office's accreditation area, including Central Asian and North African States.
4. By strategically pooling our resources and expertise, we enhance our ability to address regional challenges and provide more targeted, effective support to our Member States.
5. Building on this success, I encourage continuous information-sharing between our organizations. By exploring synergies and optimizing our available resources, we can amplify our impact to better serve the aviation community. This collaborative approach is particularly vital as we address growing challenges in both number and complexity.
6. Today, will be focusing on ICAO's new long-term Strategic Plan for 2026 through to 2050. This plan aims to empower our collective response to current and future challenges and opportunities in

aviation. As ICAO celebrates eight decades of success this year, we have developed this plan to guide us through the decades to come. It builds on our rich history, incorporating insights from the past five years, aligning with ICAO Global Plans and industry direction, and reflecting outcomes from recent High-Level Conferences and the 41st session of the Assembly in 2022.

7. Our vision is clear and ambitious: "A safe, secure and sustainable international civil aviation system that connects the world for the benefit of all nations and people."
8. This vision is driven by three aspirations:
 - a) Zero fatalities in international aviation from accidents and acts of unlawful interference;
 - b) Net-zero carbon emissions by 2050 for international aviation operations; and
 - c) Aviation serving as an integral part of a thriving, connected, accessible, inclusive, and affordable transport system.
9. To turn these aspirations into reality, we have developed six strategic goals:
 - d) Every flight is safe and secure
 - e) Growth is environmentally sustainable
 - f) Aviation delivers reliable, accessible, and seamless mobility for all
 - g) No Country is Left Behind
 - h) The International Civil Aviation Convention, Treaties, Laws and Regulations address all challenges
 - i) Air transport delivers economic prosperity and societal well-being for all
10. Let me elaborate on a few of these goals, starting with our unwavering commitment to safety and security. We are leveraging cutting-edge technological advancements and fostering enhanced international cooperation to create a future where every flight is not just safe, but demonstrably secure.

11. Environmental sustainability is a key priority for ICAO. We recognize the need for aviation growth to meet increasing global demand, and we are committed to making this growth sustainable. Our ambitious goal of net-zero carbon emissions by 2050 reflects our dedication to addressing climate change while fostering the continued development of our industry.
12. The "No Country Left Behind" initiative remains a cornerstone of our efforts. We are actively restructuring our activities to provide better support for Member States in implementing standards and recommended practices (SARPs). This involves adopting a more integrated and collaborative approach across our organization. We are fostering seamless cooperation between ICAO Regional Offices, Headquarters, and industry partners to deliver more effective support.
13. However, setting goals is not enough. We need to equip ourselves with the right tools and approaches to achieve them. That is why we have identified four high-priority enablers to power our journey.
 - a) ICAO Continuous Organizational Improvement
 - b) Innovation Strategy
 - c) Gender Equality Programme and Attracting New Talent to Aviation
 - d) Partnerships, Resource Mobilization and Budget Sustainability
14. The ICAO Transformation, underway since I began my tenure as Secretary General, is delivering significant positive change within our organization. This work will continue into the next triennium and beyond as we strive for continuous improvement. Let me give a few examples of recent developments under the Transformational Objective.
15. ICAO is now implementing a new Enterprise Resource Planning system. This system serves as a digital central nervous system for the organization, integrating core processes across finance, human resources, project management, and procurement into a unified platform. The result will be smoother operations, enhanced data sharing, and more informed decision-making across ICAO, ultimately benefiting our Member States and the global aviation community.
16. Additionally, ICAO is digitizing its SARP processes. Our new approach aims to streamline the development, maintenance, and dissemination of SARPs, while enhancing implementation rates,

reducing amendments, and improving overall efficiency. We expect the key benefits to include enhanced agility and efficiency in tackling complex issues, and the identification of potential implementation challenges early on.

17. These key initiatives are examples of our numerous transformational projects to demonstrate ICAO's transformational objective. It is part of our focus on strengthening ICAO from within and fostering innovation across the aviation sector as we prepare to implement our 2026-2050 Strategic Plan.
18. We are investing heavily in our human capital. This includes comprehensive learning and career development programmes for our staff. We are also committed to attracting a diverse, capable new workforce to grow aviation over the coming decades. Our Gender Equality Programme, which includes initiatives like 'Empowering Women Through Career and Leadership Development', aims to ensure equal opportunities and representation across all levels of the industry. By nurturing talent within the organization and attracting new diverse talent, we aim to strengthen ICAO's capacity to drive progress in global aviation. Our Next Generation of Aviation Professionals programme has the same objectives for the whole aviation sector.
19. Innovation is also at the forefront of our efforts. Our Innovation Strategy, mandated by the 41st Assembly, will help us prioritize the work of technical panels and study groups. We are focusing on staying at the forefront of technological advancements to address emerging challenges effectively. This strategy is crucial in shaping the future of aviation and ensuring ICAO remains ready for supporting industry developments in a timely manner.
20. We are also enhancing our partnerships and resource mobilization efforts. Our work in developing partnerships and improving resource delivery is crucial for implementing our strategic plan. The new ICAO FINVEST Hub to enhance access to financing for decarbonization projects exemplifies how ICAO can lead in financial coordination and partnerships, driving forward key initiatives in sustainable aviation.
21. All of these efforts – investing in our people, driving innovation, and strengthening partnerships – are setting the stage for the successful implementation of our 2026-2050 Strategic Plan. They form the foundation upon which we will build a safer, more secure, and sustainable future for international civil aviation.

22. As we embark on this ambitious journey with our new strategic plan, I want to emphasize that its success hinges on our collective efforts and commitment. As Directors General, you play a pivotal role in translating this global vision into national realities. Your leadership and dedication are essential in bringing these plans to fruition in your respective countries.
23. Together, we have the power to enhance global implementation of ICAO standards and build a future where aviation continues to connect, enrich, and serve all nations and peoples.
24. Thank you for your attention today. I look forward to our continued collaboration in realizing this bold vision for the future of aviation.