



**Opening remarks by the
Secretary General of ICAO,
Mr. Juan Carlos Salazar,
to the Programme for Directors General of Civil Aviation
on compliance with ICAO Standards and Recommended Practices,
Aviation Resilience, Assembly Preparations and Technical Cooperation Activities**

(Punta Cana, Dominican Republic, 16-18 August 2022)

1. I wish to begin by thanking our Dominican Republic colleagues in the Instituto Dominicano de Aviación Civil (IDAC) for hosting this Directors General of Civil Aviation programme, and to further recognize IDAC's generous sponsorship for many of the States participating with us here today.
2. I would like to again thank Mr. Han Kok Juan, Director-General of the Civil Aviation Authority of Singapore, for his support in developing this new DGCA Programme on Aviation Resilience.
3. This latest contribution follows on Singapore's pre-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 offering here in Punta Cana, the Aviation Resilience programme has already been delivered successfully in Singapore, benefitting close to 40 of your DGCA colleagues from around the world. A further session will be held in Montréal just prior to the coming Assembly.
5. This session differs from the others in that it incorporates additional modules regarding managing compliance with ICAO SARPs, and on the extensive products and services provided by ICAO's Technical Cooperation Bureau to support your implementation activities.
6. Given it's timing, we have also included a programme segment to support and inform your ongoing Assembly preparations, and these will be closely informed by your recent and related discussions and agreements at respective NACC and SAM DGCA Meetings.

7. 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,
8. Participating DGCA's are encouraged to share their perspectives and experiences during these sessions, and most especially concerning some key post-COVID pandemic resilience factors.
9. These would include your current operations and technology capacities, human and financial resource status, and stakeholder considerations.
10. In developing this Programme, Singapore and ICAO subject matter experts have been guided by two key sources:
 - The guidelines issued by the Council Aviation Recovery Task Force (CART).
 - And the outcomes of ICAO's High-Level Conference on COVID-19 (HLCC).
11. They have also sought to tailor related recommendations based on current regional needs and recovery status.
12. As we consider why this training and its delivery are so necessary 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.
13. **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. In this regard, I encourage you to attend the ICAO Innovation Fair which will be held during the weekend prior to the Assembly.
14. **We should also seek** to realize increased support for ICAO's Trainair Plus and Next Generation Aviation Professionals (NGAP) programme, keeping in mind the key role of each in enabling and optimizing system reactivation.
15. This programme's segment on improving SARP compliance recognizes your inputs to a recent NACC regional office survey, as well as to the study on governance indicators carried out by ICAO in cooperation with the OECD.
16. It also builds on your established strengths for horizontal cooperation, notably via the very effective use of important regional safety mechanisms such as the RASG-PA, ACSA, SRVSOP, and CASSOS.

17. With everything now on our plates in terms of air transport innovation, including not only Resilience and Digitalization but also UAS, RPAS, Urban Air Mobility, supersonic and suborbital operations, and overall decarbonization objectives, the role of smarter standards and model regulations has never been more relevant.
18. This programme's segment on preparations for A41, a second and short-term priority, will support our ability to make decisions and progress at that event in all of these areas. It includes a general explanation of the Assembly, including its working methods, procedures, agenda, and overall expectations.
19. This will be followed-up with a discussion on the different Papers expected to be presented, both from the NACC and SAM Region States at A41.
20. I wish to express ICAO's thanks to LACAC for assisting with this portion of the DG programme, as well to those Member States among you who will be contributing.
21. I also wish to welcome the NACC and SAM Regional Directors' interventions and moderation of the Assembly session, and look forward to it being of particular value to those DGCA's among you now preparing for their very first Assembly.
22. The types of decisions you will be required to provide there this September will cover a range of new priorities to promote increased aviation innovation, resilience and sustainability, including your agreement on our new long-term emissions goal for international flights.
23. You will also be expected to approve the ICAO work plan and budget for the next triennium, endorse new editions of our Global Plans for Safety and Air Navigation, and to ratify some amendments to the Chicago Convention on expanding the ICAO Council and Air Navigation commission.
24. ICAO's Technical Cooperation Bureau is being featured in this 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 me.

25. 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.
26. TCB delivers assistance and capacity building to more than 130 States and organizations annually, with some of its most important projects located in the Americas.
27. It's role will be just as essential to your States' success in making your national air transport networks more resilient and sustainable, and I encourage you to participate very actively in these discussions so that you can get the most from what it offers.
28. In closing today, 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.
29. But beyond our respective concerns, 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 value and necessity of international air connectivity.
30. ICAO is deeply grateful for your commitment and participation here, and I wish you all a very productive and engaging programme.
31. Thank you.