



**Juan Carlos Salazar, ICAO Secretary
General**

**61st ICAO Directors General of Civil
Aviation Conference (DGCA/61) Asia and
Pacific Region**

7-11 September, Malaysia

**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



ICAO – Strategic Plan

2



Scan the QR code below to access the complete Strategic Plan



ICAO

The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All

The International Aviation Convention and other Treaties, Laws and Regulations address all Challenges



2026-2028 Business Plan

Turning Strategic into Action



ICAO Business Plan 2026 - 2028

- Structured by the 6 Strategic Goals
- High-priority Enablers to strengthen ICAO
- Applies Results-Based Management



- Monitored through effective dashboards
- Tracks Performance of:
 - Outcomes
 - Outputs
 - Programmes
 - Projects and Activities

REGIONAL PRIORITIES

By Strategic goal

4



Every Flight is
Safe and
Secure

- ✓ Support to States in strengthening their Safety and Security Oversight System
- ✓ Support RSOOs and other stakeholders' collaborative approach in managing safety and security risks



No Country
Left Behind

- ✓ Strengthen partnerships and resource mobilization
- ✓ Expand support to States and advance the “No Country Left Behind” initiative



Aviation is
Environmentally
Sustainable

- ✓ Support State Action Plan development and implementation
- ✓ Advance CORSIA implementation and SAF development



Treaties, Laws
and Regulations

- ✓ Support States in the ratification and implementation of air law treaties.



Seamless,
Accessible, and
Reliable
Mobility For All

- ✓ Advance aviation infrastructure and services modernization, and operational improvements
- ✓ Support UAS, RPAS and AAM integration



Economic
Development

- ✓ Promote air transport connectivity and liberalization in the APAC region



ICAO

Convening of the Seventh Worldwide Air
Transport Conference (ATConf/7)

“Air Transport: Powering Global
Connectivity, Economic Development,
and Resilience in a Dynamic World”

SEVENTH WORLDWIDE AIR TRANSPORT CONFERENCE (ATCONF/7)

ICAO HEADQUARTERS
MONTRÉAL, CANADA
16 TO 20 NOVEMBER 2026



Why is the ATConf/7 important?



Global Connectivity

- ✓ Key for socio-economic development



Financing & partnerships for aviation infrastructure

- ✓ Financing for infrastructure
- ✓ Strategic partnerships



Industry resilience

- ✓ Workforce needs
- ✓ Supply chain
- ✓ Consumer benefits
- ✓ Emergency response



Strengthening regulatory oversight and institutional frameworks

- ✓ Compliance with the Chicago Convention
- ✓ Implementation of ICAO Policies and Guidance



Sustainable growth

- ✓ Access to Aviation Cleaner Energy



Emerging technologies & Data-driven oversight

- ✓ Advanced Air Mobility
- ✓ Artificial Intelligence



AVIATION SUPPORTS

USD 4.1 TRILLION
AND **86.5 MILLION** JOBS

Agenda Items



Conference Format

	MONDAY Day 1	TUESDAY Day 2	WEDNESDAY Day 3	THURSDAY Day 4	FRIDAY Day 5
 AM (Plenary)	 AGENDA ITEM 1 Developments in the field of air transport  Panel Discussion / Presentations	 AGENDA ITEM 2 Fostering aviation growth and connectivity through investments in infrastructure, human capital and partnerships  Panel Discussion / Presentations	 AGENDA ITEM 3 Strengthening regulatory and institutional frameworks  Panel Discussion / Presentations	 AGENDA ITEM 4 Emerging technologies, new business models and other associated aspects  Panel Discussion / Presentations	 APPROVAL OF ATCONF/7 DRAFT REPORT AND CLOSING CEREMONY  ADOPTION OF MINISTERIAL DECLARATION
 PM (Plenary)	 Consideration of working papers on the subject matter  Closing Remarks	 Consideration of working papers  Closing Remarks	 Consideration of working papers  Closing Remarks	 EXTRAORDINARY ASSEMBLY (Afternoon)	 EXTRAORDINARY ASSEMBLY (Afternoon)
	 <i>Each day begins with insightful panel discussions and presentations in the morning. Afternoons conclude with closing remarks.</i>			 The Extraordinary Assembly will be held on Thursday & Friday afternoons.	



Air Transport: Powering Global Connectivity, Economic Development and Resilience in a Dynamic World

Montréal, Canada, 16-20 November 2026

We, the Ministers and Heads of Delegations participating in the Seventh Worldwide Air Transport Conference (ATConf7), held in Montréal, Canada, from 16 to 20 November 2026, in the presence of high-level representatives of the civil aviation sector, inter-governmental and non-governmental organizations, as well as global financing and development institutions, under the auspices of the International Civil Aviation Organization (ICAO):

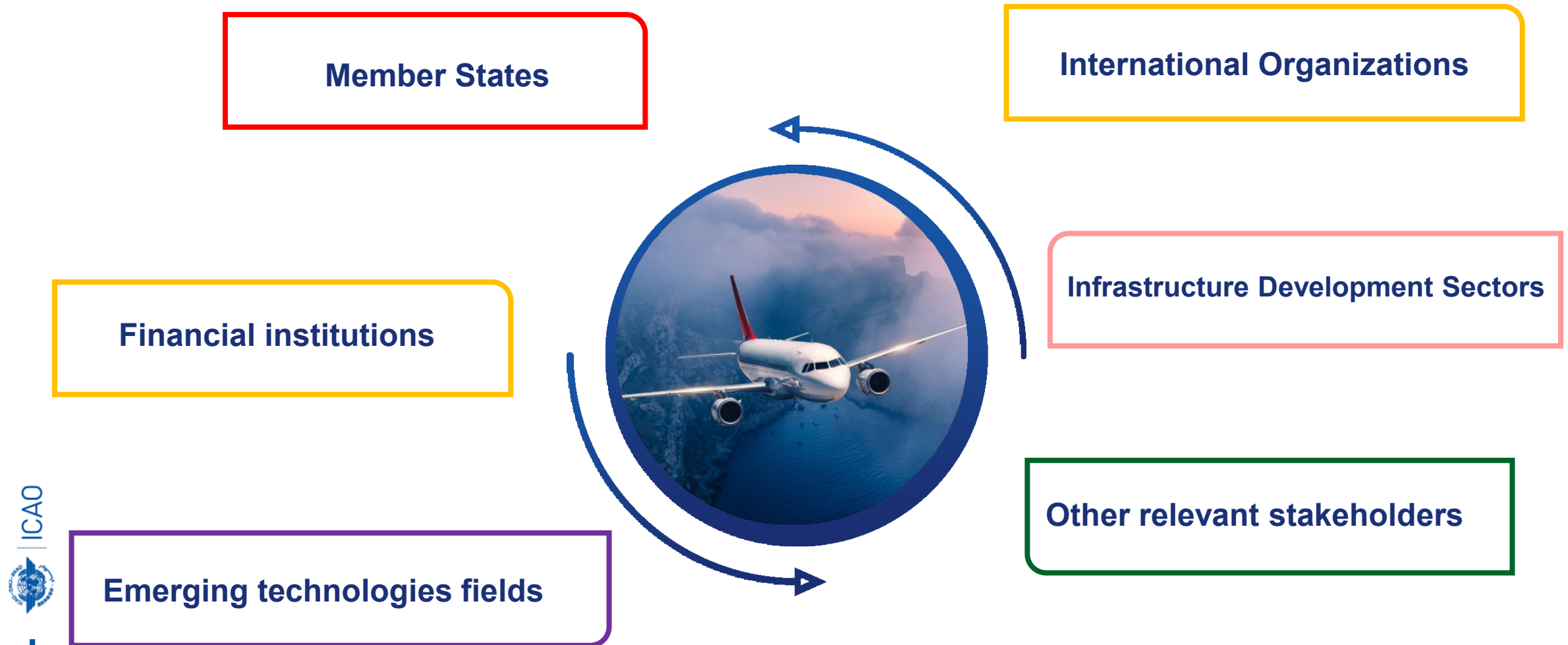
Highlighting the importance for States to effectively implement ICAO Assembly Resolutions on continuing ICAO policies in the air transport field, and the key role of ICAO's implementation support,

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icao.int/ATConf7



Participation



Important dates



Extraordinary Session of the ICAO Assembly

Protocol relating to an amendment of Article 50 (a) and 56 of the Chicago Convention

- What the Protocols do: Increase ICAO Council membership from 36 to 40 (Art. 50(a)) and increase Air Navigation Commission membership from 19 to 21 (Art. 56)
- Extraordinary Session will be held in *November 2026* in conjunction with the Air Transport Conference



Modernizing ICAO

Strengthened Support to Member States through Transformation

Expertise

Enhanced talent mobility & improved competency framework across the organization

Systems

Modern IT infrastructure with increased business intelligence for reporting

Culture

Continuous Improvement Programme using Kaizen methodology for process gains

Operations

Streamlined process architecture driving financial sustainability & optimization

ICAO's Knowledge and Experience in Transformation can be shared with Member States
contact: spmo@icao.int



Priorities Going Forward

Thank You

