



EUR/NAT DGCA-2026

9 – 10 June 2026, Italy

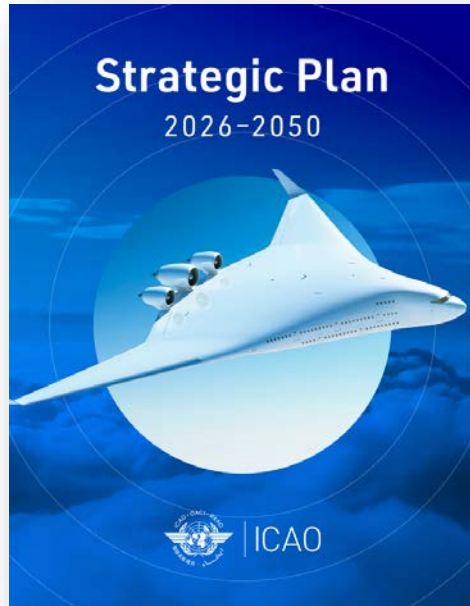
Juan Carlos Salazar, ICAO Secretary General

**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



ICAO

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

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



ATConf/7 Objectives



01

Advance economic regulatory frameworks to adapt to evolving market trends and technologies by leveraging data

02

Enhance industry resilience by addressing workforce, supply chain, market access, emergency response gaps, and consumer protection

03

Mobilize blended financing to support civil aviation infrastructure

04

Shape economic policy foundations for innovation and emerging technologies

05

Strengthen institutional and human capacity

06

Enable sustainable and inclusive growth in air transport

ATConf/7 Agenda Items



Conference Format



01

Plenary Sessions with
thematic interactive
discussions



02

Daily panel discussion and
Experts presentations.



03

Consideration of Working
Papers.



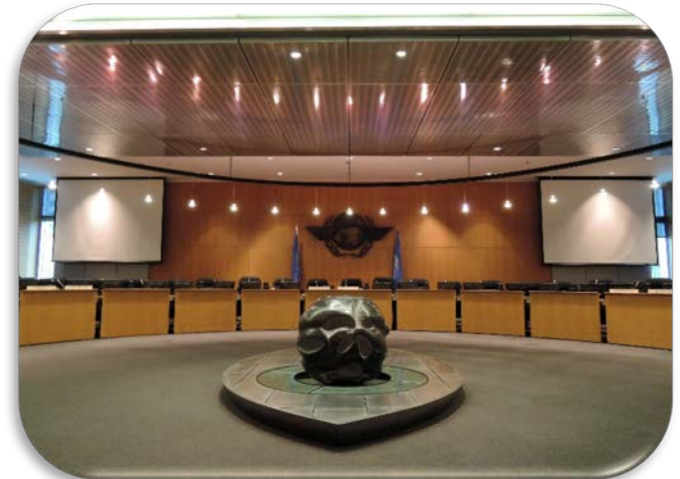
04

Parallel side events including
side Sky Talks and Exhibitions

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)
- Action required of States: Urgently ratify both Protocols
- Extraordinary Session *is being considered to 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

