Juan Carlos Salazar, ICAO Secretary General

DGCA-MID/8 Meeting

26 – 28 October 2026 in Doha, Qatar

INTERNATIONAL CIVIL AVIATION ORGANIZATION



ICAO – Strategic Plan



Scan the QR code below to access the complete Strategic Plan

Every Flight is Safe and Secure

Aviation is Environmentally Sustainable

Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

No Country Left Behind

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

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

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

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REGIONAL PRIORITIES

By Strategic goal



Every Flight is Safe and Secure

- ✓ Support to States in strengthening their Safety and Security Oversight System
- ✓ Support Regional Mechanisms 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
- ✓ Addressing capacity and efficiency challenges
- ✓ Support UAS, RPAS and AAM integration



Economic Development

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

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

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



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

ICAO

Seventh Worldwide Air Transport Conference (ATConf/7)

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

Ministerial Declaration

Montréal, Canada, 16-20 November 2026

Preamble

We, the Ministers and Heads of Delegations participating in the Seventh Worldwide Air Transport Conference (ATConf/7), 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):

Reaffirming the need of the full and consistent implementation of the Convention on International Civil Aviation (Chicago Convention), signed on 7 December 1944, and its Preamble, which affirms that *"international air transport services may be established on the basis of equality of opportunity and operated soundly and economically"*,

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,

At its First Meeting of the 238th Session, the ICAO Council authorized the publication of this Ministerial Declaration for comments by Member States.

The Ministerial Declaration **is now published on the ICAO website.**

icao.int/ATConf7

States are invited to provide their comments.

ICAO

Extraordinary Session of the ICAO Assembly

2016 Protocols relating to Articles 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 of the Assembly will be held in *November 2026,* in conjunction with the Air Transport Conference, to elect four members to the Council
- Two Members of the Air Navigation Commission will be appointed by the Council at its 239th Session in *November 2026*







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

CONTINUOUS ORGANIZATIONAL IMPROVEMENT



Priorities Going Forward

Thank You



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