



Juan Carlos Salazar, ICAO Secretary General

**Noth American, Central American, and
Caribbean Directors of Civil Aviation Meeting
(NACC/DCA/14)**

**St John's, Antigua and Barbuda, 1-3 June 2026
P/23 Agenda Item 2**

**INTERNATIONAL
CIVIL AVIATION
ORGANIZATION**



ICAO – Strategic Plan



Scan the QR code below to access the complete Strategic Plan



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

Every Flight is Safe and Secure

Aviation is Environmentally Sustainable

Aviation Delivers Seamless, Accessible, and Reliable Mobility for All

No Country Left Behind



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



Every Flight is Safe and Secure

Strengthening effective implementation (EI) of ICAO Standards is a core regional priority through NACC SAP and RSOO

Strengthening institutional and technical capacity- with regulatory harmonization initiatives

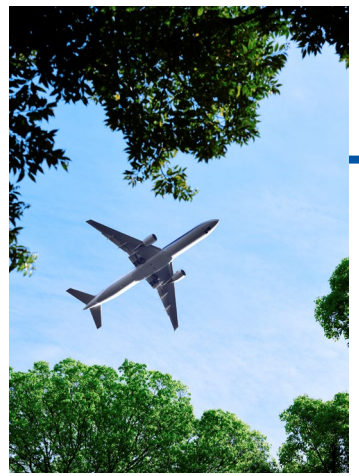
Enhancement of Collaborative Safety initiatives for mitigating safety risks with CST, RST, ASAP, and other work in the RASG-PA

RASP development and streamlining better NANP and NASPs

Support establishment of Collaborative Safety Teams and cybersecurity initiatives



Aviation is Environmentally Sustainable



Continue working with states in the region to agree to release CORSIA eligible units- Phase II

Implementation of State SAF Feasibility studies

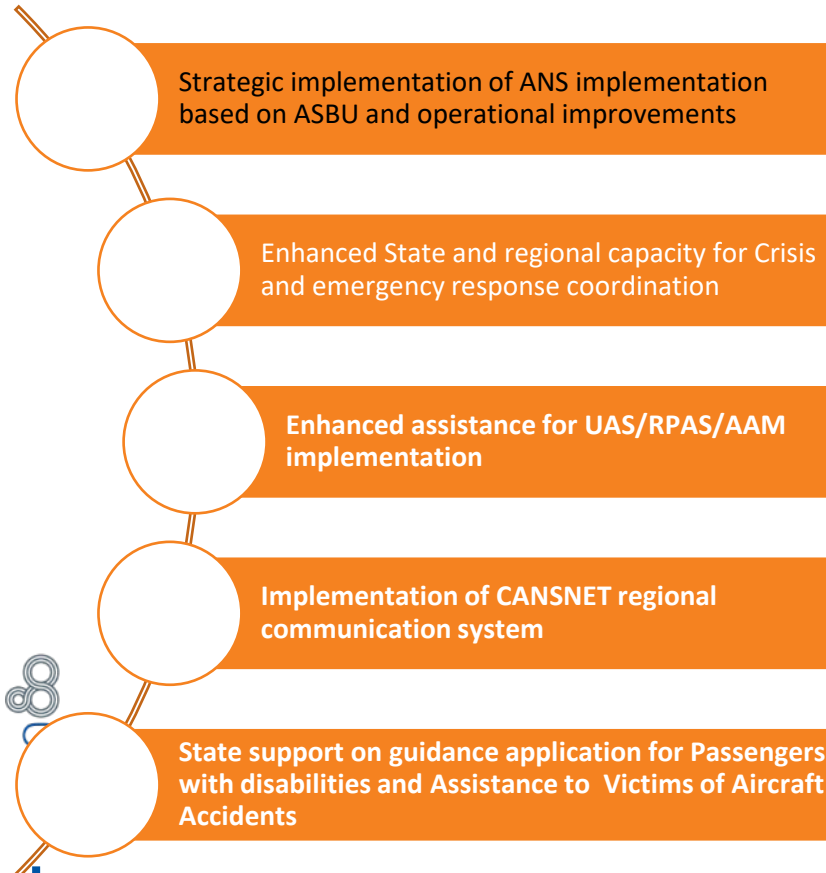
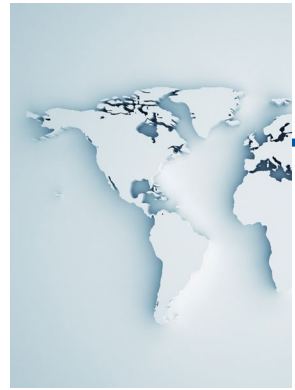
Support SAP updates and assist OECS states in development of State Action Plans



Seamless,
Accessible,
and Reliable
Mobility For All



No Country
Left Behind



- Assistance to Regional mechanism:
- NACC ANS Implementation Groups
 - Safety Implementation Groups (NCCMC and SSP)
 - Eastern Caribbean Civil Aviation Technical Group
 - Eastern Caribbean Civil Aviation Authority (ECCAA)
 - Central American RSOO and RAIO, ACSA and GRIAA
 - Caribbean Aviation Safety and Security Oversight System



Treaties, Laws and Regulations

Support States in the ratification/ implementation of international air law treaties and registration of aeronautical agreements and arrangements



Economic Development

Promote Air Transport Connectivity and Liberalization in the Caribbean and Central America

Promote and support State preparedness for the 7th Air Transport Conference (AT/Conf/7)

Strengthen Air Transport Data and forecasting and air service agreements





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



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

