



Juan Carlos Salazar
ICAO Secretary General

The Eleventh Edition of the
ICAO AFI Aviation Week

27 - 31 July 2026
Cairo, Egypt

INTERNATIONAL
CIVIL AVIATION
ORGANIZATION



__ ICAO Strategic Plan 2026 - 2050

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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



ICAO Business Plan 2026 - 2028

Turning Strategy 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 Impact of:
 - Outcomes
 - Outputs
 - Programmes
 - Projects and Activities

REGIONAL PRIORITIES

By Strategic goal

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Every Flight is
Safe and
Secure

- ✓ Support to States in strengthening their aviation Safety and Security Oversight Systems
- ✓ 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” goal



Aviation is
Environmentally
Sustainable

- ✓ Support development and implementation of State Action Plans on CO2 Emissions Reduction Activities
- ✓ Advance CORSIA implementation



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 AFI region

RATIFICATION OF INTERNATIONAL AIR LAW INSTRUMENTS

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**Montreal Convention 1999
(air carrier liability): 145
Parties (37 African States)**



**Beijing Convention 2010
(security and safety): 60
Parties (23 African States)**



**Beijing Protocol 2010 (security
and safety): 60 Parties
(22 African States)**



**Montréal Protocol 2014
(unruly and disruptive
passengers): 62 Parties
(23 African States)**



**2016 Protocol on Art. 50 (a) of
the Chicago Convention
(increase in the size of
Council): 129 ratifications
(33 African States)**



**2016 Protocol on Art. 56 of
the Chicago Convention
(increase in the size of the
ANC): 129 ratifications
(33 African States)**



**1995 Protocol Relating to the
Final Paragraph of the Chicago
Convention (Arabic Text): 71
ratifications (11 African States)**



**1998 Protocol Relating to the
Final Paragraph of the Chicago
Convention (Chinese Text): 57
ratifications (7 African States)**

UPCOMING MAJOR ICAO EVENTS

29-30 September 2026 | Georgetown, Guyana



2-6 November 2026 | Zambia



16-20 November 2026 | Montreal, Canada



7 to 11 December 2026 | Malabo, Equatorial Guinea





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

ATConf/7 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.	



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,

Highlighting the need to build on the progress made in the implementation of the Ministerial Declaration on Air Transport, and the need to continue to work together to achieve the goals of the Declaration, and to ensure that the Declaration is fully implemented in a timely and effective manner.

Highlighting the need to continue to work together to achieve the goals of the Declaration, and to ensure that the Declaration is fully implemented in a timely and effective manner.



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.



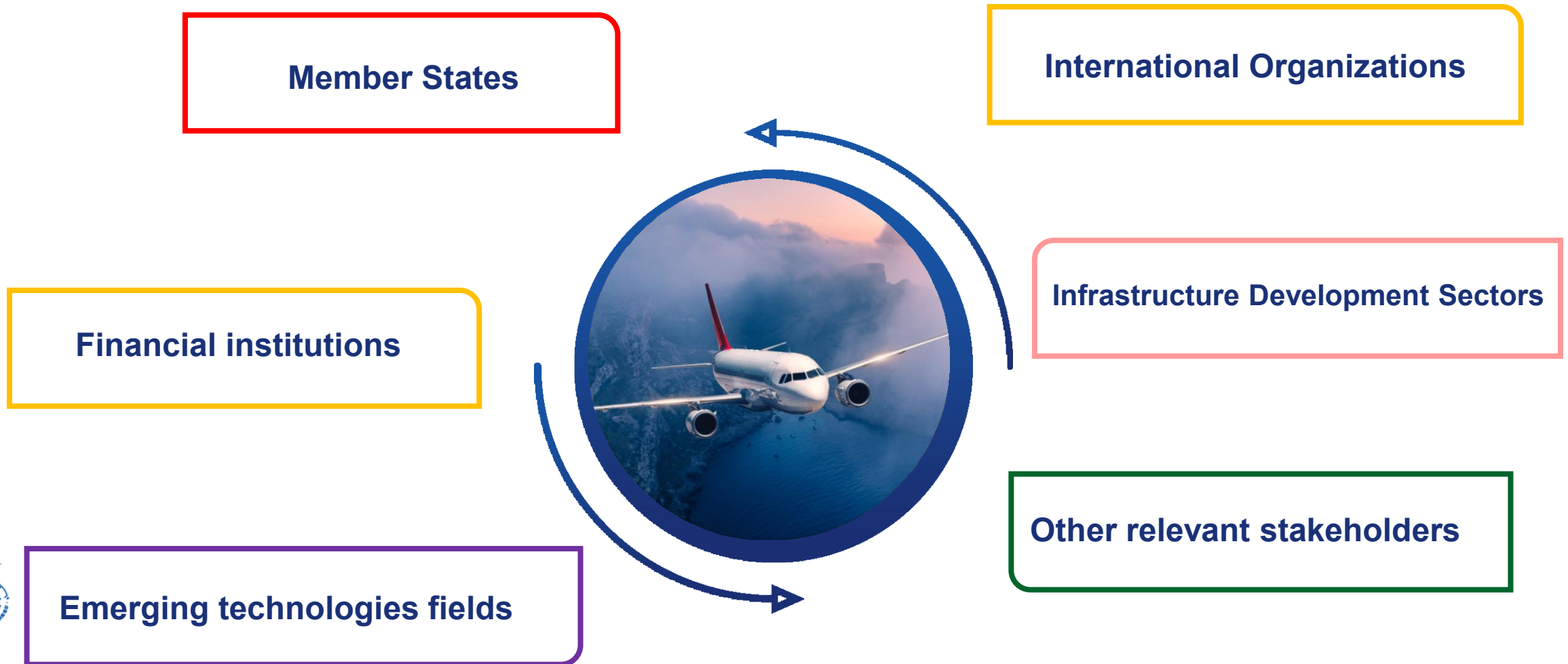
icao.int/ATConf7



States are invited to provide their comments.



Participation



Important dates



Extraordinary Session of the ICAO Assembly

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

- What the Protocol does: Increase ICAO Council membership from 36 to 40 Member States
- Extraordinary Session will be held on *19 and 20 November 2026* in conjunction with the Air Transport Conference (ICAO State Letter SA 43/1 - 26/55 dated 3 July 2026)



Modernizing ICAO

Strengthened support to Member States through Transformation and Continuous Organizational Improvement

Expertise

Enhanced talent mobility & improved competency framework across the organization

Systems

Modern IT infrastructure with increased business intelligence for reporting

Culture

Enhanced accountability, collaboration and people first strategy

Operations

Streamlined process architecture driving financial sustainability & optimization

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



Priorities Going Forward

Thank You

