



**Virtual Remarks by the
Secretary General of the
International Civil Aviation Organization
Mr. Juan Carlos Salazar
to the 4TH Regional Aviation Ministers Meeting (RAMM4)**

12 May 2026

1. It is a real privilege to address this distinguished gathering and to support your leadership.
2. This Regional Aviation Ministers Meeting brings us together for our shared commitment to aviation safety, collaboration, and progress.
3. Building on this strong foundation, a key priority must be to strengthen the Pacific's economic and social wellbeing by making aviation even more resilient.
4. This focus is vital to achieving your goals in the Pacific Regional Aviation Strategy and the 2050 Technology and Connectivity vision for the Blue Pacific Continent.
5. Leaders balance complex priorities, often within tight budgets and limited resources. That is why regional cooperation and shared oversight of air transport must be our second priority. It will enable your leadership and vision.
6. The ICAO Asia Pacific Regional Office and Pacific Liaison Office have developed the Implementation Support Roadmap for the PSIDS. This Roadmap defines a strong regional cooperation framework needed to address gaps in national systems and resources.
7. I welcome this Roadmap and its deliverables, which advance your regional strategy and action plan.
8. ICAO can lead the programme and coordinate the implementation.

9. But ICAO cannot deliver the Roadmap alone.
10. Success requires cooperation, coordination, and support from Assistance Partners, along with your continued commitment to strengthen the Pacific Aviation Safety Office, PASO.
11. I acknowledge that while consultation on the Roadmap is continuing with your aviation officials and PASO, I urge you as Ministers, to embrace the strategic objectives and principles in the Roadmap for a strong regional body to support PSIDS by effectively performing delegated safety and security regulatory and oversight functions.
12. ICAO also remains ready to support States with technical assistance and resources for urgent safety or security needs.
13. As PASO's effectiveness also depends on members' commitment, I urge you to keep your administration's actively engaged in PASO's operations, governance, and strategic goals.
14. Strong, consistent engagement by Member States drives PASO's sustainability, improves decisions, and ensures we reach our regional safety objectives.
15. The ultimate priority is of course to ensure these commitments become action, by enacting the legal and regulatory frameworks needed to meet your goals.
16. I urge you to stay engaged, especially on legal frameworks under treaties, with national aviation laws and harmonized regulations to support delegation and cooperation.
17. Last December, ICAO delivered the first workshop on Delegation in Fiji. There, I stressed that delegation does not weaken sovereignty. It strengthens it by helping States meet their responsibilities with the right support.
18. Strengthening delegation frameworks will help PASO further improve efficiency, safety, and security in the States.

19. With clear priorities, commitment, and action, we can overcome today's challenges.
20. The theme of this meeting—'A More Connected, Safe, Affordable, and Resilient Pacific'—underscores the pressures facing aviation from global disruptions and energy challenges.
21. Forecasting trends, securing fuel, and managing costs is tough for all States, and especially challenging in the Pacific, where connectivity and affordability are always at risk.
22. Recent natural events, including cyclones and typhoons across the Pacific, have tested connectivity, while also proving aviation's resilience.
23. ICAO remains committed to supporting Pacific States in strengthening oversight and building industry capacity.
24. I recognize that, given these limits, improving oversight beyond current levels may be out of reach for many small island States. But the requirements for safety and security apply equally throughout this global network.
25. We know from experience that when States and regional organizations work together, everyone benefits and grows stronger. The Pacific's tradition of regional solidarity must continue in aviation oversight.
26. The work you will do at this meeting will define aviation's role in the Pacific and beyond. It is an opportunity to drive meaningful and lasting impact for the region and the communities you serve.