



**Closing Remarks by the  
Secretary General of the  
International Civil Aviation Organization  
Mr. Juan Carlos Salazar  
to the 2026 GISS**

1. As we bring the Global Implementation Support Symposium 2026 to a close, I would first like to express my sincere appreciation to the Kingdom of Morocco for hosting us here in Marrakech.
2. I thank the Ministry of Transport and Logistics and the Directorate General of Civil Aviation of the Kingdom of Morocco for their excellent cooperation and hospitality in welcoming the global aviation community to this remarkable city.
3. For centuries, Marrakech has served as a meeting place between regions, cultures, and continents at the crossroads of Africa, Europe, and the Arab world.
4. We too have come from every region of the world to strengthen connections that will extend far beyond these few days together.
5. That spirit of connection lies at the heart of the Global Implementation Support Symposium.
6. Two days ago, we gathered here with a clear purpose: to shape the future of global aviation through cooperation and shared commitment, with no country left behind.
7. We looked ahead to a world where seamless, accessible, and reliable air mobility connects every region and every community. Where every flight is safe and secure. And where aviation is recognized for its environmental leadership.
8. This is the vision set out in ICAO's Strategic Plan for 2050. This is our mandate.

9. Achieving our vision will require unprecedented partnership between governments, industry, financial institutions, and the many other stakeholders involved in delivering aviation growth and infrastructure.
10. Here in Marrakech, in this first year of implementation of our Strategic Plan, we have witnessed many important milestones.
11. Chief among them is the resolve we have seen at the Ministerial Round Table.
12. Ministers have committed to stronger governance, more investment, and accelerated progress on ICAO standards, strategies, and policies.
13. Crucially, the Marrakech Ministerial Call to Action will help deliver the benefits of ICAO compliant aviation for each region, every economy, and every citizen.
14. Over the past three days, we have seen how regional solutions deliver global impact— through strategy, financing, partnerships, and technology.
15. GISS 2026 has delivered a significant expansion of global and regional partnerships that will strengthen aviation safety, capacity, and resilience worldwide. Across all regions, States and industry have committed new resources, launched targeted cooperation initiatives, and expanded training and technical support. These outcomes enhance ICAO’s ability to support implementation, strengthen oversight, and build the next generation of aviation professionals. Together, they will drive more coordinated, scalable, and sustained implementation across the global aviation system.
16. By 2050, passenger traffic is expected to triple, and cargo volumes will increase two and a half times. Much of this growth will be driven by emerging and high-potential markets, where the opportunity to connect people, goods, and ideas has never been greater.
17. ICAO is committed to supporting all States in unlocking this potential.

18. We are ready to provide the products, services, and expertise needed to help States translate demand into development, investment, and sustainable progress.
19. Your engagement here has created new partnerships.
20. Moreover, your contributions to the panels here were crucially important to the momentum.
21. But ultimately, implementation is the true test of multilateralism. International agreements only matter when they are applied in practice. The global aviation system advances because people and institutions work together every day to implement it. Standards must be applied, oversight systems must function, and cooperation must be sustained across borders.
22. Implementation must be universal so that the benefits of civil aviation reach every region of the world. In this regard, it is clear that much work has begun here in Morocco, and that it will continue.
23. This ICAO Global Implementation Support Symposium has focused the international community on air transport priorities. States are committed and ready to deliver meaningful progress on aviation safety, security, sustainability, and accessibility in every region. Global aviation and prosperity now depend on our ability to seize this momentum, and deliver.
24. Let us carry forward the momentum that Marrakech has created. Let us continue working together to turn commitment into action, and action into results. Because that is what multilateralism looks like when it works: not as aspiration, but as delivery. And that is what we owe to the people, that civil aviation serves, in every country, in every region of the world.
25. Now, I invite all of you to watch a video unveiling the host of next year's Symposium.