



**Closing Remarks by the
Secretary General of the
International Civil Aviation Organization (ICAO)
Mr. Juan Carlos Salazar
to the Eleventh African Aviation Week (AFI Week)
*Cairo, Egypt, 30 July 2026***

1. After three full and productive days, it is my honour to close the Eleventh African Aviation Week.
2. On behalf of ICAO, I thank the Government of Egypt, the Ministry of Civil Aviation, and the Egyptian Civil Aviation Authority for their hospitality and for the excellent arrangements for this meeting.
3. I also thank AFCAC for its strong partnership, and the Egyptian and ICAO organizing team for their hard work which has greatly contributed to the success of this event.
4. Thanks to your efforts and the generous contributions of all delegates and participants, we have identified and agreed on practical priorities to accelerate the development of a safe, secure, efficient, and sustainable air transport system.
5. These discussions have come at an important time, as ICAO and its Member States begin to implement the ICAO Strategic Plan for 2050.
6. Africa's engagement in this vision will be essential for our shared goals. It will help ensure aviation continues to boost connectivity, trade, tourism, integration, and sustainable development.
7. The Eleventh Meeting of Directors General of Civil Aviation was an important chance to review regional performance. It helped us find the priorities requiring more focus in 2026 and 2027.
8. I commend the Directors General for their active work and steady leadership in moving regional commitments into real action at the national level.

9. The Meeting called for accelerated implementation of national and regional aviation plans, SAATM, and the Abuja and Windhoek Targets, supported by stronger political commitment, regional cooperation and resource allocation. It also underscored the importance of a coordinated African contribution to ATConf/7 and the next ICAO Assembly
10. The AFI Aviation Symposium also showed the region's resolve to address both long-standing challenges and new issues that will shape the future of African aviation.
11. The meetings also called for a shift from commitments to measurable implementation, supported by sustainable financing, stronger oversight institutions and clear accountability. They also emphasized accelerated action on security, air navigation resilience, environmental sustainability and developing the aviation workforce.
12. The AFI Plans Steering Committee also checked progress under the single governance framework that was set up at the last AFI Week.
13. The uniting of the AFI Plan, the AFI SECFAL Plan, and the AFI Human Resources Development Fund under one Steering Committee has made our strategic direction, coordination, and oversight stronger.
14. The AFI Plans Steering Committee approved the Resource Mobilization Strategy and called for stronger leadership by States and institutions in securing financial and in-kind contributions.
15. It also called for a transparent, needs-based framework to prioritize limited resources and support the States requiring the greatest assistance.
16. This week also marked a step forward for working with partners through the first AFI Partnership and Donor Dialogue.
17. The Dialogue gave States, donors, development partners, industry, and public and private investors a useful platform to understand the region's priorities, find chances for cooperation, and discuss more coordinated and sustainable ways to provide support.
18. I am pleased to report that 16 States and organizations made financial or in-kind pledges. Financial contributions from AFI States amounted to approximately USD 350,000, with additional commitments expected to be announced. In-kind contributions included support for priority training activities and access to aviation training centres.

19. I commend the success of this inaugural Dialogue and sincerely thank all contributors. I encourage our partners to build on this momentum and translate the interest expressed into sustained, concrete support for African States.
20. Resource mobilization remains essential for the AFI Plans to succeed.
21. African ownership and leadership must always be at the centre of implementation.
22. Ownership is shown by providing funds and is also shown through steady political commitment, effective national coordination, timely implementation, and the right allocation of institutional and human resources.
23. ICAO will work closely with AFCAC, the African Union Commission, regional economic communities, regional oversight organizations, development partners, industry, and public and private investors to pool expertise and resources for real results.
24. This week also confirmed the importance of stronger air connectivity across the continent.
25. ICAO will support the Single African Air Transport Market and promote open, competitive, and sustainable air transport.
26. As African States prepare for the Seventh Worldwide Air Transport Conference, we must build on these results and move forward a coordinated regional view on the main policy and regulation issues facing air transport.
27. Sustainable growth will also need solid and reliable infrastructure.
28. Meeting these needs will require closer cooperation among States, international and regional bodies, partners, industry, and investors.
29. It is equally important to invest in people. The future of African aviation will depend on our ability to attract, train, and keep the next generation of aviation professionals.
30. ICAO will support States in strengthening aviation training and planning, promoting gender equality and the empowerment of women, and opening more opportunities for young people in our sector.
31. I encourage all States and partners to maintain the momentum we have achieved this AFI Week.

32. Please follow through on our agreed actions, and report on the progress.
33. ICAO, through its Headquarters and Regional Offices, will stay fully committed to supporting Member States and partners as you move forward.
34. I wish you now all safe travels home.