



**Opening Remarks by
the Council President of the
International Civil Aviation Organization (ICAO)
Mr. Toshiyuki Onuma,
to the 2026 Global Implementation Support Symposium (GISS)**

(Marrakech, Morocco, 14 April 2026)

*Your Excellency Mr. Abdessamad Kayouh, Minister of Transport and Logistics of the Kingdom of Morocco,
Honourable Ministers,
Distinguished leaders of civil aviation,
Esteemed representatives of industry,
Colleagues and friends,*

The International Civil Aviation Organization, ICAO, is grateful to the host authorities of the Kingdom of Morocco, including the Ministry of Transport and Logistics and the Directorate General of Civil Aviation, for their close cooperation in supporting the organization of this Symposium. I thank our hosts and all partners for bringing us together under the theme: Regional Solutions, Global Benefits.

We meet at a time when the international system faces tremendous pressures, including the greatest disruptions and challenges aviation has faced since the COVID-19 pandemic.

That is why this Global Implementation Support Symposium must open a new era for international air transport.

The international community's ambitions for aviation have become clear.

This clarity was provided by the unprecedented attendance and decisions taken at the ICAO Assembly last year, with 192 Member States adopting 32 Resolutions unanimously.

These Resolutions provide foundations for ICAO's Long Term Strategic Plan for 2050.

This symposium is the first global meeting to focus on the plan's strategic goal of "No Country Left Behind", and the capacity development and implementation activities we need to achieve it.

That is why this is a summit of leadership.

We need the voices of Ministers, Directors General, and senior industry players to set the tone.

Aviation is a critical factor for prosperity in every single one of ICAO's 193 Member States.

The record attendance at the last ICAO Assembly proves that this is well understood in the capitals.

In every society on Earth, aviation drives economic growth by connecting continents and sparking innovation.

Worldwide, air transport has come to embody opportunity, hope, and ambition.

But despite this recognition, there are challenges.

Some States struggle for the resources and talent they need to claim their rightful place in the global aviation system.

ICAO will stand with every country to help surmount these barriers, with our Capacity Development and Implementation Programme playing a central role.

While No Country Left Behind is a strategic goal supporting the aspirations of our long-term plan, the technical solutions we offer still require political commitment.

We know that projects only succeed where there is sustained leadership.

That is how we will measure the success of this event.

ICAO needs your commitment, engagement at the highest levels, and alignment with our shared objectives.

We must leave this symposium with results.

This means new projects, additional partnerships, donor commitments, and signed agreements with governments, industry, training organizations, and financiers.

It also means creating and implementing regional arrangements that enable the pooling of resources and the maximization of results.

And among all the deliberations taking place at this event, we are expecting those at the Ministerial Roundtable to shape the future of global air transport in critically important ways.

ICAO is looking to renewed and shared commitments to reinforce regulatory oversight, to advance compliance with essential standards, and to intensify the practical measures that underpin capacity, investment, and the next generation of professionals.

It is a crucially important opportunity for States to show their global leadership and accelerate progress on our mutual priorities for air transport worldwide. We see that the Global Implementation Support Symposium has become the central platform for progress across the aviation ecosystem.

We have evidence of our impact.

We see this success in the broad representation of government, industry, finance, regional offices, technical agencies, and training providers at this event and in the projects that result from it.

This success is a result of our efforts to ensure technical assistance is effective and targeted. This includes the provision of flexible Trust Funds, new implementation tools, and advisory teams with regional expertise.

ICAO Implementation Packages also offer ready-to-use resources, providing rapid support where it is most needed.

Accountability is also essential.

Our work is guided by clear monitoring, transparency, and objective assessment. Every budget line and outcome is tracked for effectiveness.

Across the world, ICAO has partnered with our Member States to deliver projects that have improved safety and security, delivered technical excellence, strengthened the professionals at the core of civil aviation, and enabled resilient and responsible growth.

We have achieved real progress.

Our auditing proves it.

Your support shows it.

And *people everywhere* demand it.

Ultimately, progress is meaningful only if it reaches people.

And as people depend on aviation, so too does aviation depend on people.

Development requires a skilled, diverse, and motivated workforce, reflecting each country's needs and engaging every community.

That includes women and youth, both established professionals and new entrants.

We need action at all levels to achieve this.

Policy initiatives must extend into secondary schools, technical institutes, and universities.

Scholarship programs, outreach to underrepresented groups, and recognition of diverse skills must follow.

Barriers should be identified and addressed, with active participation from industry and academia.

Excellencies, colleagues,

Previous GISS meetings have shown that change is driven by commitment and strong follow-up.

Despite the progress we have achieved, serious obstacles remain and much work remains to be done, especially as we reach for our long-term aspirations.

Funding uncertainties persist, workforces are under pressure, and technology risks outpacing training.

Critical decisions need to be made.

So let this Symposium be defined by the diversity and reach of its engagement, by the commitments made here, and by the progress that follows.

Partnerships launched this week must open new access to knowledge, financing, networks, and expertise.

Let this Symposium be remembered as the first step in implementing ICAO's 2026-2050 Long Term Strategic Plan.

Delivering safe, secure, and sustainable air transport for all is our ambition, and our shared responsibility.

Thank you.