



**Closing Remarks by the
Secretary General of the
International Civil Aviation Organization (ICAO)
Mr. Juan Carlos Salazar
to the ICAO Facilitation Conference 2025
Doha, Qatar
17 April 2025**

1. As we conclude this Ministerial segment, I want to extend my deepest gratitude to all of you for your dedication and insightful dialogue throughout the ICAO Facilitation Conference.
2. Together, we have addressed many complex challenges facing international civil aviation.
3. Firstly, we have recognized that progress in Facilitation requires the coordination of diverse interests and the cooperation among all relevant stakeholders at the national, regional, and international levels.
4. The strengthening of National Air Transport Facilitation Programmes and the establishment of National Air Transport Facilitation Committees are essential. Through these structures, we can continue to develop effective communication strategies and ensure robust collaboration to enhance Facilitation initiatives.
5. Secondly, we also acknowledged that travel document integrity and border control remain our fundamental priorities. Our discussions have reinforced the need for a harmonized approach in issuing and inspecting travel documents, in line with ICAO Doc 9303 specifications. We must also embrace innovative technologies to streamline border clearance processes and enhance the efficiency of passenger and crew processing
6. A third key takeaway from this conference is the need for continued progress through facilitation on the resilience and inclusivity of air transport.

7. We remain committed to building a disability-inclusive aviation system, enhancing crisis response and public health resilience, and advancing digital transformation. We are driving global efforts to create a safer, more efficient, and inclusive aviation ecosystem. The integration of AI, biometrics, and digital travel credentials will be particularly important, as will continued harmonization of health measures.
8. Another key outcome of this conference has been our progress on facilitation strategies for the automation and interoperability of air cargo community systems. We have emphasized the importance of implementing Annex 9 — Facilitation in alignment with the Revised Kyoto Convention. This will be key to modernizing clearance procedures, enhancing supply chain efficiency, and safeguarding air cargo's critical role in global trade.
9. Finally, the well-being of all those who are affected when the unthinkable happens should never be forgotten. This meeting exemplified that principle, with its strong advocacy for aircraft accident victims and their families. This meeting has advanced proposals for assisting Member States in the development of comprehensive family assistance plans, ensuring support is available and delivered when and where it is needed.
10. Achieving progress on these five priorities will require continued enhancement to capacity-building and implementation support for States. Additionally, we must focus efforts on attracting the next generation of facilitation professionals, including by promoting policies that enhance diversity, equity, and inclusion.
11. Excellencies, Ministers, and Heads of Delegations,
12. ICAO extends its sincere appreciation for your unwavering commitment.
13. The adoption of the Doha Declaration on the Facilitation of International Air Transport has codified our shared vision and affirmed our commitments. This Ministerial Declaration affirms the principles of Annex 9 while establishing frameworks for addressing emerging challenges. It therefore represents our aspirations and our strategy toward a more efficient, inclusive, and sustainable aviation system.
14. The rapid expansion of global aviation demands that we maintain this momentum. As your global forum for consensus-building and multilateral cooperation, ICAO is committed to supporting your efforts as we work toward our shared goals of safe, sustainable, and seamless travel.

15. The frameworks and commitments we have established during this Conference provide a clear path forward. Our success will depend on sustained collaboration and the effective deployment of our collective expertise and resources.
16. I thank you once again for your dedication to advancing international aviation and in implementing these vital initiatives.
17. I look forward to continuing our work together at the ICAO Assembly in September.
18. And on behalf of all of you, I express our sincere appreciation to the State of Qatar for its warm and friendly hospitality in convening us here together all week for this momentous occasion.
19. Thank you.