



**Address by the Secretary General of ICAO**  
**Mr. Raymond Benjamin**  
**to the**  
*China Civil Aviation Development Forum 2011*  
*(Beijing, 11-12 May 2011)*

Excellencies, Ladies and Gentlemen,

1. I very much appreciate the opportunity to take part in the 2011 China Civil Aviation Development Forum.
2. The theme of this event - Accelerating the Transformation of Global Civil Aviation - is a judicious one.
3. The sustained growth of air travel in the coming years will exert tremendous pressure on air transport systems and infrastructure, many of which already operate at peak capacity in various parts of the world.
4. The latest ICAO forecast calls for 5 billion passengers annually on commercial airliners by 2030, compared to 2.5 today, and for more than 50 million departures as compared to 25 million at present. These figures are quite astounding.
5. In the Asia Pacific Region, the figures are similarly impressive. The long-term forecast for the airlines in the region is for 6.3 per cent annual growth for the next 20 years, well above the world average of 4.7 per cent for the same period. For China alone, there will be a need for 4000 new passenger and freighter aircraft.
6. If we are to meet the technical, operational and political challenges associated with growth, we must bring about substantive, consistent and timely change to the way we do things.
7. This implies that we set clear objectives for ourselves. As management guru Peter Drucker once said - The best way to predict the future is to create it.
8. And so, what kind of future do we want to create for ourselves?
9. Let me suggest the following.
10. In 2030, even with record-breaking growth rates, civil aviation is safer than it has ever been and no region of the world has an accident rate much higher than the world average.
11. Likewise, aviation security measures are more effective and efficient than ever. They no longer represent an operational and costly burden for airlines, and passengers have rediscovered the joys of travelling by air.

12. As for environmental sustainability, the aviation sector has surpassed its ambitious targets of 2010 and is well on its way to achieving carbon neutrality.
13. Overall, international aviation increasingly contributes to the economic development of our global society and, in line with the Convention on International Civil Aviation, is a key factor in promoting peace and understanding among nations and peoples of the world.
14. I believe we can realize this vision if we collectively put in place the right strategies and actions to, again as this meeting suggests, accelerate the transformation of global civil aviation.
15. To this end, my commitment as Secretary General of ICAO is to ensure that the Organization which I am privileged to lead fully exercises its leadership responsibilities in facilitating the process.
16. Shortly after taking up my position as Secretary General in August 2009, I made the decision, supported by the ICAO Council, to reduce the number of **Strategic Objectives** to three.
17. My goal was to concentrate all of our energies on what matters most: **safety, security, environmental protection and the sustainable development of air transport**, as well as concrete and meaningful support to Member States in the implementation of related ICAO standards and policies.
18. This approach has already paid dividends in terms of human and financial resources deployed on all fronts.
19. Allow me to illustrate beginning with safety.

### **Safety**

20. The context for safety is that the global air transport system is arguably as safe as it has ever been. This means that further improvements come down to focusing on situations that present the highest levels of risk.
21. Number one on our list is **runway safety**. More people die from runway safety-related events than any other type of accident. In just a few days, from 24 to 26 May, we will host in Montreal a Global Runway Safety Symposium for regulators, air navigation service providers, aircraft and airport operators, as well as design and manufacturing organizations. Our goal is for them to bring their collective expertise, knowledge and best practices to bear on the range of runway safety-related issues.
22. During the symposium, ICAO and IATA will roll out a major update to the Runway Excursion Risk Reduction Toolkit to which all major international safety organizations have contributed.
23. In August, during another global meeting, we will introduce new standards for **fatigue-risk management**, another major safety concern. We will also be presenting new guidance material on the subject – one manual for regulators and one for industry.

24. On a more strategic level, ICAO has developed a risk management system to help prioritize the resources available to us for reducing exposure to circumstances that pose the most risk for loss of life.
25. By combining this with the Safety Collaborative Assistance Network we recently established, and a new voluntary safety fund for helping States that demonstrate a commitment to improve safety, we will indeed have created a powerful assistance mechanism.
26. The key is commitment. We want to see concrete action and tangible results. Otherwise, all of this is just words.
27. Another promising avenue is the development of **proactive analyses methodologies**. In essence, we want to produce statistical information that will compel decision-makers to take action on safety risks before they result in accidents – and not wait for accidents to occur before initiating changes.
28. One innovation which will have a major impact in this area is the ICAO Integrated Safety Trend Analysis and Reporting system, or **iSTARS**. iSTARS is now available and provides crucial information to guide policy decisions and prioritize the use of safety resources.
29. Obviously, obtaining the required information, quickly and efficiently, is critical. I am happy to share with you today that ICAO has completed the development of a **Global Safety Information Exchange mechanism and system**. This unique global resource is the result of an information-sharing agreement ICAO signed at the Assembly last fall with the European Commission, the U.S. Department of Transportation and IATA. This collaboration will connect our four organizations as never before and increase regulatory efficiency worldwide. More importantly, the more the network expands to other entities, the more lives it will save.
30. As we move forward in our safety programmes, we will continue to emphasize safety management practices through the implementation of Safety Management Systems for service providers and the State Safety Programme for regulators.
31. For optimum synergy, all of the activities I have just described will be integrated into a revised **ICAO Global Aviation Safety Plan** intended for the end of the year, along with ICAO's first Global Aviation Safety Report.
32. Having said this, I want to stress two other items.
33. One is the drive to more efficient **air traffic management**, where ICAO will oversee the harmonisation of projects to modernise the air navigation systems by the European Community, the United States and Japan. Very promising efforts have been made to this end. Over the next 10 years, States will invest some US\$120 billion to upgrade their national aeronautical infrastructures.
34. The initial plans will be presented to States at the Global Air Navigation Forum to take place in September 2011, and will be finalised in November 2012 at the 12th Air Navigation Conference.
35. The other point is that we must ensure that we have **sufficient qualified personnel** to operate and manage the various components of the global air transport system.

36. In a study we released a few weeks ago, we show that from now to 2030, more than two million jobs will need to be filled for pilots, maintenance personnel and air traffic controllers. This is a consequence of retirements and the growth of commercial air transport.
37. The problem is that the current training facilities are not sufficient to meet the demand and that we could face a shortfall equivalent to some 560,000 positions.
38. A Next Generation of Aviation Professionals (NGAP) Symposium convened last year by ICAO outlined a strategy for the recruitment, training and retention of aviation professionals. A follow up event planned for April 2012 should help us consolidate and expand the strategy for dealing with this issue. This will go a long way in producing a coordinated approach to bridging the gap.

## **Security**

39. Let me now turn to security.
40. Terrorist attacks using aviation are particularly spectacular and shocking. The potential for substantial and costly disruptions are enormous for aviation operations, the air transport industry, business and leisure travel markets, and freight shipments. Most of all, they kill and injure people.
41. Even when acts of terrorism are intercepted and disrupted, they can have significant impacts on States' agendas, on the prosperity of the industry, and on the confidence of travellers and shippers.
42. Moreover, threats to aviation have become more complex. They evolve rapidly and all components of the air transport system are potential targets.
43. Effective security regimes must be smart, cohesive, multi-layered and well-supported and sustained, with high consistency and compatibility among travel and trade partners. Terrorists seek vulnerabilities anywhere in the global network. They do not respect borders. All States have a vested interest in a global web of effective security regimes.
44. I agree with those who say that we have improved over the past decade. We can better anticipate, detect, intercept and protect against attacks. We can also respond more appropriately when attacks occur or are attempted. But as recent events have shown, we must continually reinforce and adapt our strategy.
45. That is the message that came out of the Assembly last fall, when Member States unanimously adopted a Declaration on Aviation Security in which they reaffirmed their commitment to work collaboratively and proactively, especially in addressing new and emerging threats to the security of civil aviation.
46. The Declaration focuses on four main target areas: enhanced screening technologies to detect prohibited articles, strengthening international standards, improving security information-sharing and providing capacity-building assistance to States in need.
47. In each of these areas, ICAO is providing leadership by facilitating implementation and global coordination.
48. To strengthen security procedures, we are collaborating with the industry in the development of a blueprint for an airport checkpoint of the future and improved screening processes.

49. Concerning air cargo, the Council in November approved an amendment to Annex 17 which includes new and strengthened Standards which will become applicable in July. Among them is a requirement for States to establish a supply chain security process for air cargo.
50. On this point, we are cooperating with the World Customs Organization to achieve the highest level of end-to-end cargo security, while preventing unnecessary delays in the movement of goods across international boundaries.
51. Let me here stress a point of critical importance and that is the one of assistance. It is my strong belief that we must focus our resources and attention on Member States with the greatest need for assistance in meeting their obligations, to establish sustainable security regimes and oversight systems.
52. In this regard, earlier this year in New Delhi, I kicked off the first in a series of regional conferences that will develop roadmaps to implement the Declaration on Aviation Security. Among the measures adopted are actions that States will take to strengthen security screening procedures by ensuring that professionals are appropriately trained and equipped. Air cargo security will be enhanced through working with Customs authorities on common goals. Capacity-building assistance to States, in cooperation with ICAO, other States and the aviation industry, was emphasized in the roadmap which can serve as a model for other regional aviation security conferences.
53. It is my intention for these regional conferences to culminate in a global aviation security conference planned for next year at ICAO Headquarters in Montréal.

## **Environment**

54. In much the same way that security is a global problem that requires global solutions, so does climate change. But in this area, I know very well that there are divergences amongst Member States and that we have to find compromise.
55. Therefore, at the Assembly, Member States adopted a resolution with a number of reservations which, nevertheless, made ICAO the first United Nations Agency to lead a sector in the establishment of a globally harmonized agreement for addressing its CO<sub>2</sub> emissions.
56. The Resolution includes a global goal of 2 per cent annual fuel efficiency improvement up to the year 2050 and stabilizing CO<sub>2</sub> emissions at the 2020 levels. It also calls for facilitating the development and generalized use of sustainable alternative fuels for aviation and agreeing on a target date of 2013 for the development of a global CO<sub>2</sub> certification standard for aircraft.
57. One of the highlights of the Resolution is the agreement on voluntary submission to ICAO of national action plans. These action plans will allow States to identify how they can reduce CO<sub>2</sub> emissions from international aviation and what assistance they may need. This will allow ICAO to monitor the progress towards the achievement of global aspirational goals and to address specific needs of States.
58. ICAO will hold a series of five regional workshops from May to July 2011 to assist its Member States in preparing their national action plans and submitting them to ICAO.

59. Finally, we are looking for COP17 in Durban, South Africa at the end of this year to deliver an agreement that acknowledges ICAO's progress and encourages its Member States to work further through ICAO towards the sustainable future of international aviation.

**Conclusion**

60. There we have it, some of the key elements of the ICAO strategy for promoting the safety, the security and the overall sustainability of the global air transport system.
61. In closing, let me reaffirm the commitment of the Organization to working with all members of the world aviation community, in accelerating the transformation of global civil aviation.

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