



**Address by the Secretary General of ICAO**  
**Mr. Raymond Benjamin**  
**to the**  
***60th Special Meeting of ECAC Directors General of Civil Aviation***  
***(Taormina, Italy, 1-5 September 2011)***

*Buongiorno signore e signori,*

1. I am delighted to be here among so many good friends and former colleagues, in this beautiful part of Italy.
2. I want to take advantage of this opportunity to share a few thoughts with you about what we have done at ICAO recently, and what you can expect in the months and years to come.
3. When I was elected Secretary General in early 2009, I already had in mind to make ICAO more relevant to Member States in Europe and around the world, to the air transport industry and to the billions of people we are all here to serve.
4. To be sure, the economic and political challenges of the past two years certainly tested my resolve, but we persisted and have made significant progress towards realizing our goal.
5. The starting point for the transformation of ICAO was my decision to reduce the number of strategic objectives from six to three: safety, security, as well as environmental protection and the overall sustainability of air transport.
6. This rationalization allowed me to restructure the Organization around these three priorities and to focus our finite resources on producing results that are consistent with your expectations and those of the other stakeholders of the aviation community.
7. In the process, we adopted more flexible policies and practices such as a results-based budget, a rolling business plan to deal with unforeseen developments and a risk-based management approach for the greatest return on the investment of people and money.
8. In other words, we changed the way we do business, based on the fundamental principle that actions speak louder than words.

*Safety*

9. In safety, we are attacking head-on the number one killer in aviation – runway-related accidents. Last May, our Global Runway Safety Symposium brought together, in a multidisciplinary global forum, Member States, industry and research organizations. We were able to better identify and understand the interrelated operational and regulatory

elements involved in runway safety. Over the next three years, we will be rolling down the practical outcome of our meeting together with our industry partners, through regional workshops around the world.

10. Because pilot fatigue is increasingly associated with aircraft accidents, the Council adopted in June new standards for Fatigue Risk Management Systems (FRMS). We followed that up a few weeks later with the release of an FRMS guide for operators, developed in cooperation with IATA and IFALPA. The operators' guide is in line with specific guidance for regulators and will ensure the consistent implementation and oversight of the systems.
11. Elsewhere, we are increasingly providing States with statistical information that compels decision-makers to take action on safety risks before they result in accidents – rather than waiting for accidents to happen before initiating change.
12. We have also completed the development of the Global Safety Information Exchange, a concept I had floated at an FAA safety conference in Washington in 2009. The Exchange allows for the expanded and systematic sharing of safety-critical information among ICAO, regulators and industry.
13. These and many more initiatives will be part of the updated Global Aviation Safety Plan available to you at the end of this year. Also, by year-end, we will publish the first Global Aviation Safety Report to further assist you in improving safety.
14. These positive results were made possible by centralizing and redirecting resources within the Air Navigation Bureau.

### *Security*

15. I applied the same logic to aviation security by creating a new Aviation Security Branch within ICAO.
16. This decision was instrumental in the development and subsequent adoption by the 37th Session of the Assembly last year of the Declaration on Aviation Security.
17. This Declaration establishes a new global policy framework for optimal cooperation and targeted action among government and industry stakeholders.
18. On that basis, the Council, last November, approved new and strengthened standards for air cargo, including a requirement for States to establish a supply-chain security process.
19. For passengers, we are working with our industry partners on a blueprint for an airport checkpoint of the future and improved screening processes.
20. As with safety, the emphasis is on implementation. All of our efforts on aviation security will be assistance-focused. My priority is to channel ICAO resources and attention primarily to Member States with the greatest need for help in establishing sustainable security regimes and oversight systems.

21. We need to work on the weakest links of the global security net if we are to successfully meet existing as well as new and emerging threats.

### *Environment*

22. As for the environment, my approach was again to create a dedicated Branch to generate as much synergy and results as possible on this eminently global challenge.
23. This re-centering led to the adoption by the Assembly last year of a ground-breaking resolution that was hailed by governments and industry. My good friend, Siim Kallas, called it very good news for the aviation sector, for the environment and for a more sustainable future.
24. While there were some reservations, the Assembly Resolution did pave the way for consolidated action based on a four-pronged approach: 1) States' action plans and assistance to States; 2) sustainable alternative fuels for aviation; 3) market-based measures; and 4) global aspirational goals.
25. I stress here State action plans because they are highly practical in helping States to identify how they can reduce CO<sub>2</sub> emissions from international aviation and what assistance they may require to do so. They will also allow ICAO to monitor progress and better help States in reaching their targets.

### *The Next Triennium*

26. There you have it, an overview of actions and achievements under our three strategic objectives. But that is the past and the past is quickly forgotten. What I am more interested in is where we go from here.
27. From now till the end of the current triennium in 2013, my objective is to complete and consolidate these undertakings and set the stage for more substantive accomplishments.
28. In safety, I want to ensure the successful transition of the Universal Safety Oversight Audit Programme to the Continuous Monitoring Approach.
29. In the spirit of expanded transparency, I would like to see the creation of an ICAO safety information mechanism for the public.
30. I also want to see ICAO re-establish its leadership role in human factors.
31. We need to address the potential shortage of qualified aviation professionals with specific plans to increase training capacity around the world.
32. Another project dear to me is a crisis management policy and system at ICAO, so that we can react more quickly and efficiently to all emergencies, from pandemics to volcanic eruptions. After the Icelandic volcanic eruption in 2010, we all learned a lot and are much better prepared to handle the next crisis, if and when it comes. This would obviously be rolled into the ICAO crisis centre.

33. And I want to oversee a successful 12th Air Navigation Conference, with clear recommendations to the next Assembly in 2013 for real progress on realizing our common vision of an interoperable ATM system. You and I know that this involves the integration, in a seamless and harmonized manner, of regional programmes such as SESAR, Next Gen and CARATS, as well as other national or regional initiatives. A major event in preparing for the next year's Conference is the Global Air Navigation Industry Symposium later this month at ICAO. It will provide a platform for industry partners to share their latest developments and contribute to moving towards interoperability and harmonization of air navigation systems. I have also initiated a number of high-level meetings with regulators and industry to coordinate action on a global level.
34. As for Security, my objectives are also demanding:
  - A new strategy on travel document security;
  - Implementation of the next phase of the Universal Security Audit Programme with increased transparency of audit results;
  - Relentless application of our policy of assisting States in complying with provisions of Annex 17 on Security and Annex 9 on Facilitation; and
  - Development of training materials to address priority areas of aviation security threat and risk.
35. As with safety, I want to ensure the success of the High-level Conference on Security in September 2012 and to involve all aviation stakeholders in implementing the resulting resolution coming out of the next Assembly.
36. Environmental protection in the next triennium will be no less challenging, with the emphasis on climate change.
37. As I alluded to a few moments ago, priority will be given to assisting States in the implementation of initiatives flowing from the Action Plans designed to bring about reductions in fuel burn and emissions.
38. Other elements of the environmental programme include:
  - Development of operational features and implementation modalities for the global scheme for market-based measures;
  - Assistance in finding access to "green" funding for aviation-related initiatives;
  - Development and deployment of sustainable alternative fuels;
  - Monitoring and reporting on environmental goals;
  - Development of an aviation adaptation plan to expected climate change effects; and
  - Adoption of more stringent standards for aircraft noise and emissions, including one of CO<sub>2</sub> emissions.
39. Finally, I likewise want to make sure that the air transport sector is fully represented in the many high-level meetings within the UNFCCC process and the Rio+20 summit in Brazil next year.

40. As we concentrate on these priorities, we will ensure the success of the Sixth Worldwide Air Transport Conference. Its recommendations will be a key factor in achieving the goal of sustainable air transport development.
41. Our strategy includes more targeted promotion of ICAO policies on charges for airports and air navigation services. It's vital for me that States adopt into their national legislation, policies and air services agreements the charging principles of non-discrimination, cost-relatedness, transparency and consultation with users. This will, in turn, ensure compliance by their airports and air navigation services providers.
42. To support you in this endeavour, I will see to it that ICAO continues to provide sound and timely economic analyses and air traffic forecasts for the efficient planning of regional and global air transport.

### *Regional Involvement*

43. I realize that what I have laid out before you is an ambitious agenda. I am totally committed to it and I will make it happen. Over the past two years, I have restructured and realigned the management of the Secretariat for optimum efficiency and effectiveness. My presentation this morning has outlined a number of the steps I have taken.
44. I have also put in place measures to significantly improve communications, coordination and information sharing between Headquarters and our Regional Offices – to instil a sense of a “One ICAO” in our dealings with yourselves and your colleagues around the world.
45. I have also given greater autonomy, with increased accountability and resources, to Regional Directors. In the European and North Atlantic Region, Luis Fonseca de Almeida and his team will be in a better position to interact with you in all matters where we can align our strategies and actions.
46. In this regard, I am awaiting very shortly now the implementation plan of the MOC which ICAO and ECAC signed during the Assembly which aim is to increase our cooperation and avoid duplication.
47. There is no shortage of issues in such a vast region as yours, with its most challenging geopolitical and economic complexities.
48. My long experience with both ECAC and ICAO has sensitized me to the particular needs and concerns of the European Region. I understand the systems and processes that must be followed to get results.
49. Together, we can make substantial progress towards the safe, secure and sustainable development of air transport in Europe and, by extension, with other regions of the world.
50. Thank you for your attention.