



**Address by the
Secretary General of the International Civil Aviation Organization (ICAO),
Mr. Juan Carlos Salazar to the
72nd Special meeting of Directors General of Civil Aviation
of ECAC Member States (DGCA/72(SP))**

(7 September 2023, Valletta, Malta)

1. Good morning,
2. I am grateful to have this opportunity to provide you with an update on ICAO's activities since the last time I addressed you, in May in Paris. I hope you have had an enjoyable summer and are looking forward to the challenges and opportunities ahead of us.
3. ICAO has been working hard to assure conducive and effective support for your cooperation across all of our strategic objectives.
4. One major highlight of our summer was the successful undertaking of the Global Aviation Gender Summit, which concluded in Madrid on 7 July. It resulted in a call to action comprised of 26 measures that States and operators should pursue. These hold the promise of achieving a more inclusive and diverse aviation sector, helping also to address the major human resource challenges our sector is facing.
5. I strongly encourage you to reflect on how you can support the implementation of this gender equality strategy.
6. Today however, I would like to focus on two other priorities that are particularly salient at this time. Firstly, the need to ramp up the development and deployment of sustainable aviation fuels, or SAF, which is critical to achieving the Long-Term Global Aspiration Goal (LTAG) of net-zero carbon emissions by 2050. Secondly, the related need to support and foster innovation, to meet not just our sustainability challenges however, but also our safety, security, and capacity priorities.
7. Additionally, I would like to provide you with an update on the transformation of the ICAO Secretariat, which is a key element in our strategy to enhance our support to States through better service and better supported staff.

8. This November ICAO will hold its Third Conference on Aviation Alternative Fuels, or CAAF/3, and it will be an extremely important opportunity to achieve progress on the first point.
9. Delivering a decarbonized global aviation sector will require a variety of CO₂ emissions reduction measures. Among these, governments have formally recognized that the largest potential impact on near-term aviation CO₂ emissions reduction will be derived from SAF and lower carbon aviation fuels (LCAF), in addition to cleaner energy sources.
10. ICAO is therefore fostering international partnerships and cooperation, and actively engaging with financial institutions such as development banks, private equity entities, and fuel producers to help spur the needed investment and development now required.
11. The CAAF/3 event, which will be hosted by the UAE, is taking place within the context of a rapid acceleration of SAF production over the past 18 months. However, it is also taking place within the context of a much greater understanding of the scale and complexity of achieving our goals: namely that the approximately 200,000 tons of annual SAF availability today must increase to 400 million tons per year in 2050.
12. This corresponds to an investment of around US\$3 trillion, or about 3% of global investments on global green energy.
13. The capital is available.
14. The primary objective for ICAO and its Member States should therefore be to support developing countries and States with particular needs to improve access to financing, and to further de-risk specific projects to develop and deploy SAF, LCAF and other cleaner energies.
15. Attracting this capital will require the elaboration and implementation of a Global SAF Policy Framework, and the objective of our CAAF/3 event is no less than this ambitious outcome.
16. The stage is being set, with ICAO hosting pre-CAAF/3 consultations among States and other stakeholders, with a focus on policy and financing aspects of aviation cleaner energy.
17. These consultations comprise the review of the capacity-building initiatives led by the ICAO Secretariat, such as the ICAO Assistance, Capacity-building and Training for SAF (ACT-SAF) programme, which has attracted partnership with 125 States and International Organizations.

18. An example of the type of support delivered under this umbrella is ICAO's delivery of a guide and template for the implementation of SAF Feasibility Studies, which will facilitate potential financing opportunities through harmonization.
19. I would also like to mention ICAO's proposed establishment of an "ICAO Finvest Hub."
20. Through this, ICAO could facilitate access to public and private investment capacities and assist with the attraction of new and additional funding. The initiative is seen as especially relevant for developing countries and States with specific needs. ICAO would essentially act as trusted facilitator to ensure collaboration amongst all stakeholders in public and private sectors.
21. ICAO is also promoting innovation and partnerships through the ICAO Global Coalition for Sustainable Aviation initiative, a forum of stakeholders which aims at facilitating the development of new ideas, accelerate the implementation of innovative solutions, and also serve as a platform for building partnerships.
22. As part of the ICAO Coalition, in order to monitor the latest innovations from aviation stakeholders, the ICAO Tracker Tools of aviation CO2 emissions reduction initiatives are set up to regularly provide a wealth of information on measures to reduce the environmental footprint of aviation, including details on the most ambitious actions being taken.
23. ICAO invites all ECAC stakeholders to join these important initiatives, and of course we look forward to your crucial leadership in support of CAAF/3 and its objectives
24. *Now*, as you may be aware the 40th Session of the ICAO Assembly adopted Resolution A40-27, Innovation in Aviation.
25. This Resolution recognizes that innovations carry significant potential in improving aviation safety, efficiency, security, facilitation, environmental sustainability, and economic development of air transport. They can also lead to more efficient and streamlined aviation regulatory processes.
26. The pace of innovation is accelerating across the broad range of areas relevant to ICAO's mandate.

27. Looking at sustainability specifically, these encompass solar powered airplanes and hybrid/electric technologies for aviation, and sustainable aviation fuels, but I would also like to highlight suborbital flights, flying taxis, unmanned aircraft systems and their traffic management systems, new technologies for border management, and machine learning, artificial intelligence and blockchain applications developed for aviation, to name but a few.
28. Monitoring these emerging trends and identifying associated opportunities through collaboration with the industry and the research community is therefore key to ICAO's on-going ability to support the safe, secure, and sustainable development of these technologies, their operations, and the sector as a whole.
29. This has led to the adoption of the ICAO Secretariat Strategy on Innovation in April 2022.
30. Creating opportunities for cross-organizational initiatives on innovation, aims to bring the aviation and innovation communities closer to ICAO and its Member States, to foster a culture of innovation across the whole Organization, and as such contribute to an innovation ecosystem consistent with the Organization's mandate and in support of the United Nations Sustainable Development Goals (SDGs).
31. In parallel, the ICAO Industry Consultative Forum (ICF) continues to offer a high-level dialogue between ICAO Council and CEOs of aviation companies on innovation in aviation, with its most recent meeting focusing on alternative propulsion systems, and its next meeting, which will be held on 5 and 6 February 2024, addressing cybersecurity and cyber-resilience.
32. I would also like to take this opportunity to highlight the ICAO Innovation Fair, which will be taking place in Montreal in March next year and cover the theme of digitalization in aviation, and the ICAO Advanced Air Mobility Symposium, also taking place in Montreal, in September 2024.
33. In the much nearer future, and of particular interest to you, will be the EURNAT regional roll out of the ICAO Innovation Workshop. From 11 to 12 October, this workshop will focus specifically on identifying common challenges, and exploring appropriate regulatory and organizational solutions to further the implementation of innovative concepts in traditional aviation systems. The provisional agenda and registration details were shared in a recent State Letter sent by the EUR-NAT Regional Office

34. I also wish to highlight that the upcoming TRIP symposium will map future innovations in the facilitation field. Hosted at ICAO Headquarters from 12-14 September 2023, the event will also work to enhance the technical framework for globally interoperable, seamless, and contactless travel documents, building in part on new ICAO specifications that were recently published.
35. Finally, some ICAO Member States expressed the need for the organization to play a pivotal role in building-up and maintaining an ecosystem that facilitates cooperation between all aviation and innovation stakeholders.
36. We are contemplating the development of an Innovation Portal to materialize this ecosystem. This online hub, hosted by ICAO, would allow innovators to showcase their activities or discuss innovative technological advancements, and provide them with the opportunity to collaborate with ICAO through a dedicated channel.
37. It is within the context of all these activities and the new Strategy that a major new focus for ICAO is emerging. We are looking at the establishment of a Standardization Roadmap that takes into consideration existing technological roadmaps.
38. The first iteration of the Standardization Roadmap is intended to be dedicated to the aircraft and engine technology identified in the work associated with the LTAG.
39. The methodology developed would then be applied to other aspects of the LTAG work and ultimately to other Strategic Objectives.
40. Our efforts will be greatly supported by all that we have learned through the LTAG process, which most recently comprised the LTAG Stocktaking on aviation in sector CO2 emissions reductions and the first consultation event towards CAAF/3 that took place this summer.
41. These joint events attracted over 1000 participants and offered nearly 100 panelists from governments, aviation and energy stakeholders, research institutions, start-up companies and civil society, who shared their visions, ambitious plans and roadmaps for decarbonizing aviation for energy transition.
42. Ultimately, the Innovation Standardization Roadmap should capture all technological and process innovations in support of the ICAO Strategic Objectives. This will support the planning and resource management of the organization, while providing predictability to the industry on the development of Standards and Recommended Practices (SARPs).

43. Before closing, I would like to provide a brief update on the transformation of ICAO.
44. I am happy to advise that many key steps and initiatives have been completed this year, which are very significant in terms of enhancing the effectiveness of our organization and the well-being of ICAO staff as international civil servants.
45. These include a mapping exercise of the Organizational Conflicts of Interest within ICAO, a Financial Disclosure Programme, Mandatory training on the *Prevention of Sexual Harassment* and on *Protection against retaliation*, and the establishment of the ICAO Appeals Board, as a professionalized, neutral first instance of justice.
46. We are now also studying the possibility of submitting ICAO to the jurisdiction of United Nations Dispute Tribunal, among other avenues we are pursuing.
47. This is a reflection of the commitment of all ICAO staff, and my personal pledge, to transforming our Organization into a more efficient and effective provider of support, delivering improved global performance under all of our Strategic Objectives.
48. I would like to highlight that the Assembly approved a Regular Budget to cover approximately half of the current estimated total cost of the Transformational Objective.
49. Additional voluntary contributions will therefore be necessary to assist the Organization to implement the full scope to reach all planned outcomes. Projects which have been planned and approved are awaiting funds and personnel to commence implementation.
50. Secondment opportunities for staff from Member States also exist in our Transformation Team, and we are currently recruiting Programme and Project Managers.
51. I would like to take this opportunity to encourage States and Organizations to continue contributing to the Transformational Fund and propose secondment candidates, and I also invite you to visit ICAO's Transformational Objective website.
52. Of course, I am also personally available to you for any further information.
53. On that note, I would like to express my gratitude to your States and the ECAC for your significant contributions to ICAO and our global priorities as we work towards our transformation objective, and wish you all very productive discussions.

54. Thank you.