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What are the upcoming challenges of the recovery phase?

The Council, through the work of its Council Aviation Recovery Task Force (CART) has identified three key areas which will require the continued coordination and commitments of States, UN agencies, international and regional organizations, and industry. The first of these is the planning of national risk management strategies to gradually reduce reliance on public health measures and reactivate economic activity.

The second area of key priority concerns the possibly profound implications for traditional air transport due to COVID-19, and whether in terms of its business models or operations.

The third key area the Council has identified concerns the priority for us to learn together from COVID-19 to improve overall air transport crisis preparedness, enhance economic and environmental sustainability, and enable smarter operations. To help countries explore the specifics of these and other challenges, and, in particular, to sensitize governments to make aviation the highest priority in their political agendas, the Council has approved a High-Level Conference on COVID-19 to be convened by ICAO this coming October.

Another priority is to move the work forward on aviation climate action. The post-COVID period will no doubt provide aviation with a tremendous opportunity to build back better, to recover greener. This is an opportunity to accelerate the transition of the global air transport network toward its decarbonized future. ICAO will continue to support bold action in this regard. ICAO will lead the sector along this path for a green recovery. And ICAO will ensure that *No Country is Left Behind*.

What lessons have we learned from this global crisis?

It remains to be seen how the pandemic more specifically will affect the organization over the longer-term, but certainly we can expect that issues which every major company and organization are now facing will have impacts at ICAO as well. This would include ICAO meetings being able to be attended both in-person or virtually, and more ICAO staff working remotely. There will be a new normal on the way we work and the way we travel by air. Definitely a more digital, resilient and sustainable one.

The Council and Secretariat are continuously working to identify new efficiencies to help ICAO be more streamlined, inclusive and cost-effective for the countries it serves.

What direction will ICAO take in a post-pandemic world? How will the Organization reinvent itself to become even more relevant and responsive to the needs of its member States and the air transport industry at large?

ICAO was already in the process of modernizing itself before the pandemic struck, and primarily to help accelerate the safe and effective standardization and regulation of air transport innovations, given the speed at which these are arriving today.

This priority is only made more relevant given the current expectations that further innovations will be required for the new normal ahead, whether to make the sector more resilient to future communicable disease threats, more accessible to new types of aircraft and operations, or greener and more sustainable to address the international aviation effect on the global climate. For this reason, the Council of ICAO has recently decided to establish a Consultative Forum with Industry on Innovation. This consultative forum between the Council of ICAO and Aviation Industry leaders aims at increasing ICAO awareness on technological innovation and exploring how ICAO can support its introduction.

In light of the pandemic, are countries still on course to meet their CORSIA objectives?

Their main priority is still on in-sector measures to reduce CO₂ emissions, including green aircraft technologies and innovations, operational improvements, and increasing use of sustainable fuels and clean energy. As the first global market-based measure for any industry sector, CORSIA plays a complementary role to ensure the achievement of ICAO Member States' collective goal of 2020 carbon-neutral growth for international aviation.

Today, CORSIA implementation is fully on track and ICAO has completed all necessary steps for the start of the CORSIA pilot phase on 1 January 2021. Despite the unique challenges associated with the COVID-19 pandemic, we have seen significant progress in States on the timely implementation of the CO₂ Monitoring, Reporting and Verification (MRV) procedures, thanks to the robust ICAO Assistance, Capacity-building and Training programme for CORSIA (ACT-CORSIA).

What role will the industry have to play with respect to ICAO post-pandemic? How can industry stakeholders better engage with ICAO in the future?

The aviation industry is already well-represented through formal IATA, ACI, ICCAIA, IBAC, IFALPA and CANSO involvement with ICAO and now will also contribute through the ICAO Industry Consultative Forum highlighted above. Indeed, we've been very grateful to have the voice of the aviation industry advising us through every step of the CART process.

Under the current new circumstances, ICAO is adapting its processes to maintain engagement at a more strategic level. Additionally, we continue coordinating with all the stakeholders, elaborating the best practices and ensuring that no one is left behind.

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