CANDIDACY FOR SECRETARY GENERAL OF ICAO

2027-2030

VISION AND COMMITMENTS

Connecting Global Ambition with Practical Implementation



H.E. Eng. Naif Ali Al Abri

Sultanate of Oman

THE CANDIDATE: UNIFYING EXPERTISE AND DIPLOMACY

Eng. Naif Al Abri is an aerospace engineer with over 20 years of experience across the private and public sector of civil aviation. He currently serves as President of the Civil Aviation Authority (CAA) in the Sultanate of Oman. He holds a Bachelor of Aerospace Manufacturing Engineering from the University of West of England and a Master of Business Administration (MBA) from Strathclyde University Glasgow, United Kingdom. He is fluent in both English and Arabic.

Since 2021, he has served as the President of the Oman CAA, which has provided him with direct experience in regulatory oversight, aviation operations, executive management and international cooperation. His responsibilities in this role have included implementation, safety and security oversight, air navigation, meteorology and emerging technologies such as artificial intelligence and advanced air mobility (AAM).

Mr. Al Abri also serves on the Council of the Arab Civil Aviation Organization (ACAO), and as Member of the Executive Committee of the Gulf Cooperation Council (GCC), contributing to regional cooperation. His experience in governance and strategic oversight extends to serving as the Chairman and Board member of several organizations and companies.

At the international level, Mr. Al Abri served as First Vice President of the 41st ICAO Assembly and President of the 42nd ICAO Assembly, gaining direct experience in multilateral leadership, consensus-building and engagement with Member States.

His professional background brings a blend of technical insight with hands-on application and global collaboration – all aligned with the responsibilities of the Secretary General.

NATIONAL AND INTERNATIONAL ACHIEVEMENTS



Global Safety Leader:

Under his leadership, Oman achieved an overall score 95.95% in the 2023 ICAO Universal Safety Oversight Audit Programme (USOAP), ranking among leading countries globally.



Global Security Leader:

Oman achieved an overall score 94.40% in the 2025 ICAO Universal Security Audit Programme (USAP).



Facilitation:

ranking among leading countries globally.

National Strategy Architect:

Led the development and advancement of Oman's Aviation Strategy 2040 and supported national aviation safety planning and implementation (NASP).

Promoter of Sustainability and Environment:

Led the development of the State Action Plan for Oman and supported Oman’s pledge to the voluntary phase of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and its commitment to Phase 2.

Proven Consensus Builder:

Served as First Vice-President of the 41st Session and President of the 42nd Session of the ICAO Assembly. In his role as President of the Assembly, he facilitated complex multilateral deliberations, encouraged inclusive dialogue, and helped navigate the diverse priorities of Member States with clarity and impartiality.

VISION AT A GLANCE

International civil aviation is entering a period of significant transformation. Aviation must continue to respond to evolving safety and security risks, increasing demand for connectivity, environmental challenges, rapid technological change, digitalization and differing levels of implementation capability among States.

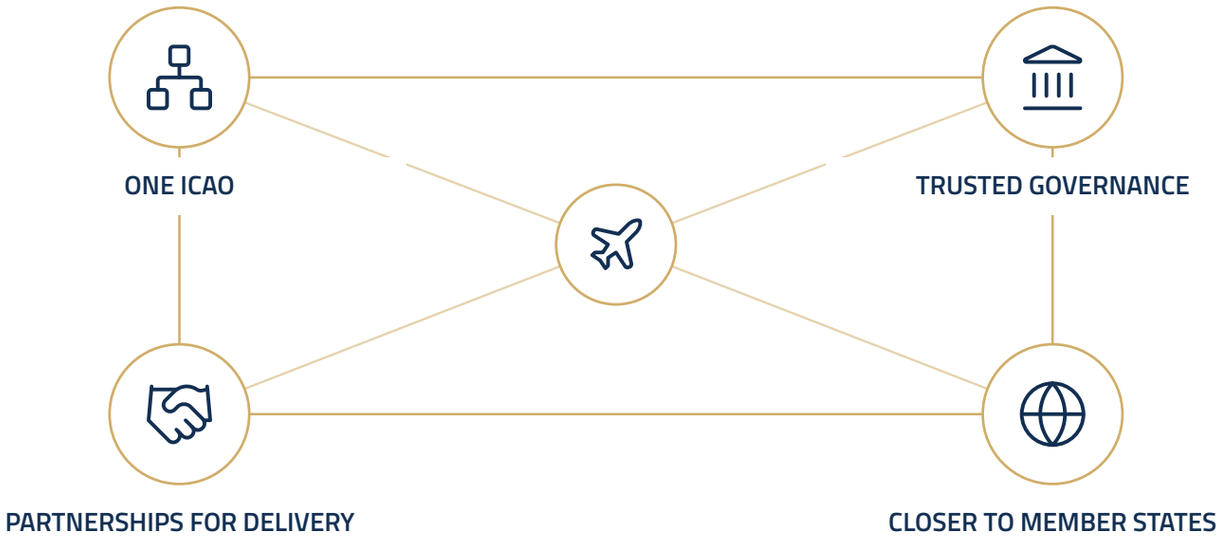
ICAO has established an ambitious long-term direction through its governing bodies and its Strategic Plan 2050–2026. Delivering that ambition will require not only sound global policies and standards, but also an organization capable of supporting their effective implementation.

The role of the Secretary General is central to that effort.

The Secretary General serves as the Chief Executive Officer of ICAO and leads its Secretariat in supporting the Assembly, the Council and Member States in turning policies and aspirations into actions and deliverables. The effectiveness of the Secretary General's leadership should therefore be reflected in the Secretariat's ability to support the priorities established by ICAO's governing bodies, implement their decisions, respond to Member States' needs, and bring together the people, expertise and resources required to achieve practical results.

Mr. Al Abri believes this can be advanced through four mutually reinforcing commitments:

To connect ICAO's global ambition with practical implementation.



COMMITMENT 1 - ONE ICAO

An Agile, Effective and Service-Oriented Secretariat



ICAO's ability to fulfil its mandate ultimately depends on its people and on the effectiveness of the Organization supporting them.

The Secretariat possesses substantial technical knowledge, institutional experience and international expertise. The opportunity ahead is to ensure that these capabilities are brought together as effectively as possible across Headquarters and the Regional Offices.

Mr. Al Abri's intention would be to work towards **One ICAO:** an organization in which Headquarters and Regional Offices operate as parts of one integrated Secretariat, with shared purpose, effective coordination and a strong culture of service.

This would involve continuously examining how ICAO makes use of its people, processes, technology and financial resources. Particular attention would be given to opportunities for simplifying internal procedures, strengthening knowledge sharing, and making responsible use of digital technologies, including artificial intelligence, where appropriate, to improve organizational efficiency, decision support and service delivery.

As the demands on international civil aviation continue to evolve, maintaining the financial and institutional capacity needed to support ICAO's mandate will remain an important consideration.

Mr. Al Abri would seek to encourage prudent resource management, effective prioritization and the responsible use of available resources, while working within the financial framework and priorities established by the Organization's governing bodies.

The objective would not be transformation for its own sake, nor change imposed from the top. It would be a continuous effort to make ICAO more integrated, **more agile, more accountable and more focused on results and service.**

COMMITMENT 2 - TRUSTED GOVERNANCE

A Transparent and Constructive Relationship with the Council



A productive relationship between the Council and the Secretariat is fundamental to the effective functioning of ICAO.

Their roles are distinct but complementary. The Council provides governance, direction and oversight, while the Secretary General and Secretariat support its work and give effect to its decisions.

If entrusted with the position, Mr. Al Abri would seek to maintain a relationship with the Council founded on trust, transparency, professionalism and respect for institutional responsibilities.

The Secretariat should provide the Council with timely, objective and evidence-based information and advice to facilitate informed decision-making. Following the adoption of Council decisions, the Secretariat should support their effective implementation and provide appropriate reporting on progress, emerging challenges and resource implications.

Constructive engagement should also allow emerging implementation issues to be brought to the Council's attention when its guidance or direction is required.

Mr. Al Abri's approach would thus be **to listen carefully, communicate openly, respect the authority of the governing bodies and maintain accountability for the responsibilities entrusted to the Secretariat.**

COMMITMENT 3 - CLOSER TO MEMBER STATES

From International Standards to National Capability



From International Standards to National Capability

ICAO's global standards achieve their greatest value when they can be translated into effective national legislation, regulation, institutions and operational capability.

States, however, operate under different circumstances. Their aviation systems vary in scale, maturity, resources, institutional capacity and implementation needs. A uniform international framework must consequently be accompanied by practical support that recognizes these different realities.

Mr. Al Abri would seek to bring ICAO closer to its Member States, with Regional Offices playing an increasingly important role in understanding national and regional circumstances, identifying implementation needs and connecting States with the appropriate expertise and support.

This does not necessarily mean creating more programs or additional institutional layers. It means making better use of the capabilities ICAO already possesses, strengthening coordination between Headquarters and Regional Offices, listening more systematically to States and focusing assistance where it can make a meaningful difference.

Implementation support should increasingly be tailored to the circumstances and priorities of individual States and regions, with the objective of strengthening sustainable national capabilities, institutional resilience and long-term self-reliance.

Where appropriate, ICAO should also help connect States facing similar challenges so that experience, expertise and practical solutions can be shared.

Mr. Al Abri would also seek to encourage stronger coordination across ICAO's standard-setting, oversight and implementation-support functions, helping ensure that technical knowledge, identified implementation needs and available assistance are more effectively connected in support of Member States.

This approach would support the principle of **No Country Left Behind** by strengthening the connection between international standards and the national capabilities required to implement them.
The ambition is straightforward:

global standards should be matched by practical pathways to implementation.

COMMITMENT 4 - PARTNERSHIPS FOR DELIVERY

Mobilizing Expertise, Resources and Collective Capacity



The scale and complexity of the challenges facing international aviation mean ICAO cannot, and need not, address every implementation challenge alone.

Considerable expertise, technical capability and resources already exist among Member States, regional civil aviation organizations, international organizations, development institutions, industry bodies, training institutions and other partners.

The opportunity is to connect these capabilities more effectively.

Mr. Al Abri would seek to encourage a more structured and results-oriented approach to cooperation with relevant regional and international organizations and stakeholders, based on clear roles, complementarity and practical value to Member States.

Partnerships should help reduce unnecessary duplication, facilitate the exchange of expertise, expand access to technical knowledge and, where appropriate, support the mobilization of additional expertise and resources for implementation and capacity development, in accordance with ICAO's mandate and institutional priorities.

ICAO's role as the global forum for international civil aviation places it in a unique position to bring together governments, organizations and aviation stakeholders around shared challenges.
The Secretariat can help make those relationships more systematic and implementation-oriented while respecting the respective mandates and responsibilities of all parties.

The measure of successful cooperation should not simply be the number of partnerships established, meetings held or agreements signed.

It should increasingly be the **value those partnerships help deliver to Member States and to the international aviation system.**

A PRACTICAL ROAD MAP

The four commitments describe a direction rather than a rigid program.

Meaningful institutional change should begin with listening and understanding. It should build on what works, recognize initiatives already under way within ICAO and avoid disruption where continuity is serving the Organization well.

The road map envisaged would therefore be progressive, consultative and adaptable.

LISTEN AND UNDERSTAND

The initial period would focus on engagement with the Council, Secretariat leadership and staff, Regional Offices, Member States and key institutional partners.

The purpose would be to understand institutional priorities, assess organizational capabilities and resource considerations, identify areas where effectiveness could be strengthened, and recognize successful practices that should be preserved or expanded.

This period would also provide an opportunity to develop a shared understanding of where the four commitments could add the greatest value.

ALIGN AND CONNECT

Building on that engagement, attention would turn to strengthening alignment across the Secretariat.

This could include identifying opportunities for better coordination between Headquarters and Regional Offices, clearer organizational responsibilities, improved internal information flows, more effective use of technology and stronger connections between Member State needs and ICAO's available capabilities.

In parallel, engagement with regional and international organizations could help identify areas where cooperation can be better coordinated and duplication reduced.

ENABLE AND IMPLEMENT

As priorities become clearer, the focus would increasingly move towards enabling practical improvements.

Rather than pursuing change across every area simultaneously, efforts should concentrate on initiatives where there is institutional support, a clear need and a reasonable prospect of delivering meaningful value.

Regional Offices, Secretariat teams and external partners should be enabled to contribute according to their respective strengths, while implementation should remain consistent with Council direction and available resources.

LEARN AND IMPROVE

Institutional improvement should be continuous.

Progress should then be reviewed, experience shared and approaches adjusted where necessary. Where initiatives demonstrate value, consideration could be given to expanding them. Where they do not, the Organization should be willing to learn and adapt.

The aim would be to encourage a culture in which ICAO continuously asks:

Are we serving our governing bodies and Member States as effectively as we can, and where can we do better?

A COMMITMENT TO SERVE

The position of Secretary General is, above all, a responsibility of service.

It is a responsibility to serve the Assembly and the Council, to support Member States, to lead and empower the people of the Secretariat, and to safeguard the professionalism, independence and institutional integrity of the Organization.

If entrusted with this responsibility, Mr. Al Abri would approach it with integrity, independence, impartiality, transparency and respect for the diversity of ICAO's Member States and its people.

Mr. Al Abri would seek to listen before acting, to build consensus wherever possible, and to pursue change through engagement rather than prescription.

Mr. Al Abri would work towards One ICAO, strengthening the connection between Headquarters and Regional Offices and encouraging a culture in which people, knowledge, technology and resources are brought together around a common purpose.

Mr. Al Abri would seek to maintain an open and constructive relationship with the Council, strengthen ICAO's engagement with its Member States, and ensure that the Secretariat remains focused on supporting the priorities and decisions of the Organization's governing bodies.

The period of 2027-2030 is an opportunity to build on ICAO's strengths while working with its governing bodies, Member States, staff and partners to make the Organization increasingly effective, responsive and capable of delivering practical results.

Mr. Al Abri's commitment is, above all, a commitment to serve: to listen, strengthen trust, connect people and institutions, and support the translation of ICAO's global ambition into practical implementation.

Through engagement, collaboration and continuous improvement, he would seek to contribute to an ICAO that is more integrated internally, more responsive to its Member States, more effective in implementation, and better equipped to meet the evolving needs of international civil aviation.