



## **MELVIN CINTRON**

CANDIDATE OF THE DOMINICAN  
REPUBLIC TO THE POSITION OF  
SECRETARY GENERAL OF ICAO  
2021-2024

# **STRATEGIC CAMPAIGN PLAN**



The Council of the International Civil Aviation Organization (ICAO) is the body in charge of electing the Secretary General of that organization, in accordance with the International Civil Aviation Convention of 1944.

The following States were elected from among ICAO's 193 Member States to the Organization's 36 Member Governing Council during the 2019 ICAO Assembly:

*Germany, Australia, Brazil, Canada, China, United States, Russian Federation, France, Italy, Japan, United Kingdom, Saudi Arabia, Argentina, Colombia, Egypt, Spain, Finland, India, Mexico, Nigeria, Netherlands, Singapore, South Africa, Costa Rica, Ivory Coast, United Arab Emirates, Greece, Equatorial Guinea, Malaysia, Paraguay, Peru, Republic of Korea, Dominican Republic, Sudan, Tunisia, and Zambia.*

The elections of the Secretary General will be held during the 222nd session of the Council, scheduled for February-March 2021, in Montreal, Quebec, Canada, the main headquarters of ICAO.

ICAO sent a State Letter announcing the vacancy for the position of Secretary General and encouraging States to apply for the position. The Dominican Republic presented Mr. Melvin Cintron as a candidate on October 2nd, 2020 and it was communicated to all Member states via State Letter A2/4.6-20/109 .

Mr. Cintron is a professional with extensive experience in civil aviation in the Dominican Republic, the Federal Aviation Authority (FAA) and ICAO.

To better ensure the success of this candidacy, it is necessary to present a campaign plan containing the actions that will be carried out by the Ministry of Foreign Affairs, the civil aviation authorities of the Dominican Republic, the Permanent Mission of the Dominican Republic to ICAO, and Mr. Melvin Cintron, in support of the candidacy.



## CONTENT CONSIDERATION:

To effectively campaign, it is important to define the overall strategy and message that the Dominican Republic will transmit to the 36 member States of the ICAO Council, as well as regional organizations such as the Latin American Civil Aviation Commission (LACAC), the European Civil Aviation Conference (ECAC), the African Civil Aviation Commission (AFCAC), the Arab Civil Aviation Organization (ACAO). The message should identify the overall competencies of the candidate, as well as his vision for the Organization, if elected as Secretary General for the 2021-2024 triennium.

As such, the Dominican Republic will establish contact with all 36 Representatives of the member States of the ICAO Council, the civil aviation authorities, the Ministers of Air Transport, where applicable, and the Ministers of Foreign Affairs of the afore-mentioned countries and their Representatives.

The campaign team will be composed by the Candidacy Department of the Ministry of Foreign Affairs; the civil aviation authorities of the Dominican Republic, and the Permanent Mission of the Dominican Republic to ICAO. This team will monitor the course of the campaign and coordinate adjustment or strategic changes as needed.

## LOGISTICAL CONSIDERATION:

The preparation and delivery of the campaign will require a coordination between the Ministry of Foreign Affairs, the civil aviation authorities of the Dominican Republic and the Permanent Mission of the Dominican Republic to ICAO. These governmental entities will promote the candidacy of the Dominican Republic before the international aeronautical and political communities.



**Dominican Civil Aviation Authorities:**

Will prepare the profile of the candidate in both English and Spanish for their distribution through diplomatic channels.

The Director General of civil aviation of the Dominican Republic will also send communications seeking the support (of the 36 Directors General of Civil Aviation that are member States of the ICAO Council), for the candidacy of the Dominican Candidate.

**Ministry of Foreign Affairs:**

Will send, through Diplomatic Notes, the profile of the candidate with a request of support to the Minister of Foreign Affairs of the 36 member States of the ICAO Council.

The Ministry of Foreign Affairs will also direct all Dominican Embassies accredited to the states and Diplomatic Missions to the United Nations system to seek the support for the Dominican candidacy.

In addition, the Candidacy Department will consider the exchange of votes or other such agreements in support of the candidacy, when applicable.

**Delegation of the Dominican Republic to ICAO:**

Will request the support of the 36 member States of the ICAO Council for the candidacy, through direct engagement by the Dominican Mission to

ICAO, arranging of interviews and video conferencing with individual Members of the Council, the States, and the Regional groups as required, as well as through Diplomatic Notes. The Delegation will maintain tracking and forwarding of the responses to the Ministry of Foreign Affairs. In addition, it will arrange any additional courtesy meetings between the candidate and all 36 Representatives on the Council of ICAO.

The Mission will also arrange an official visit from the Candidate with the Ministry of Foreign Affairs and the civil aviation authorities, to initiate the coordination of the place. *Note: given the current and ongoing COVID-19 situation such events may need to be virtual.*

## CONSIDERATIONS ON ACTIVITIES:

It is important to carry out a series of social and formal activities to promote the candidacy of Mr. Melvin Cintron. Due to COVID-19 limitations, the candidate will prepare a short video, which will be distributed to the 36 Member States of the ICAO Council. As indicated before, all courtesy meetings will be held virtually.



## SWOT ANALYSIS OF THE CANDIDACY:

### STRENGTHS

- The Candidate has a globally recognized experience in civil aviation;
- Extensive knowledge of the mandate, policies and overall mission and vision of ICAO;
- Widely known amongst the Secretariat, Council Representatives and civil aviation directors worldwide;
- Is known for his high standards performance, integrity, and accountability;
- Has extensive experience dealing directly with heads of States/Prime Ministers on sensitive and Strategic Solutions for State's Aviation matters.

### WEAKNESSES

- Of all member States that presented a candidate, the Dominican Republic has least number of Diplomatic Mission in the world.

### OPPORTUNITIES

- Candidacy has been endorsed by the Latin American Civil Aviation Commission (LACAC);
- Due to geographical rotation, it is understood amongst the Representatives of the ICAO Council that a candidate from Latin America should occupy the Secretary General position for 2021-2024;
- The candidate is currently the most suited profile for the position;
  - Mexico has already occupied the Presidency of the Council.
  - The candidate nominated by Mexico is the vice-president at IATA, it made be seen as a conflict of interest;
  - The candidate from Colombia has known links with the United Arab Emirates and this may pose some conflicts within that Region due to the current ongoing issues, including the conflict with Qatar, and possibly other States of the Region represented in the Council;
  - and possibly with all the Arab states in the Council of ICAO. These States are currently in conflict with Qatar;
  - The Candidate from Brazil is not widely known in the aviation sector, and is a career military person;
  - The Candidate from Tunisia does not count with the regional support or endorsement of the Arab Civil Aviation Organization (ACAO).

### THREATS

- Due to the high number of candidates (4 candidates from Latin America), at the time of the election the voting will be divided amongst all 4 candidates;
- The support of the Dominican Republic to the current Ethics Framework proposal may discourage the vote from the People's Republic of China, the Russian Federation, as well as the African member States, which are 8 votes in total. They do not support the current proposal.

