



ICAO



TRANSFORMATIONAL OBJECTIVE

Resource Mobilization Prospectus

TRANSFORMATIONAL OBJECTIVE

VISION



- DIGITAL
- ADAPTIVE
- COLLABORATIVE
- EFFICIENT
- RESULTS-DRIVEN
- INNOVATIVE
- AGILE
- ACCOUNTABLE
- TRANSPARENT
- VALUES-DRIVEN

ICAO's vision is to 'achieve the sustainable growth of the global aviation system' with a strategic focus to best support its Members States. The 2023 – 2025 Business Plan revolves around transformation, people, innovation, efficiency, and effectiveness in delivery. A new cross cutting Transformational Objective has been introduced to orient ICAOs work towards bringing much needed changes to address several corporate management and innovative initiatives within the organization.

and integrated initiatives. The main driver for this is to provide an enhanced service to meet our Member States' needs resulting in an agile ICAO capable of adapting to the evolving demands of the industry.

This work complements the Strategic Objectives and will create economies of scale through cross cutting

The Transformational Objective is an initial three-year Portfolio of work with the vision for 2027 for ICAO to have transformed into a modern, digital, adaptive, and collaborative organization demonstrating operational excellence. ICAO will then be a results driven organization focused on its people with a transparent, accountable, efficient, and values driven culture that applies an innovative and agile approach, in collaboration with key partners and other stakeholders, to deliver an enhanced service for Member States.

KEY OUTCOMES:

- Improved collaboration with partners and stakeholders
- Transformational shift in organizational culture
- Enhanced efficiencies and effectiveness of internal operations
- Simplification of systems, processes, and procedures

THREE PILLARS:

<h4>PEOPLE & CULTURE TRANSFORMATION</h4> <p>Enabling an inclusive, ethical, coherent, and sustainable workplace</p>	<h4>DIGITAL TRANSFORMATION</h4> <p>Enabling efficient, transparent, simplified and connected digital tools and security</p>	<h4>OPERATIONAL TRANSFORMATION</h4> <p>Enabling strengthened accountability, sustainability, operational excellence, and a results-based culture</p>
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The Transformational Objective, and the four key Outcomes of this, will be achieved through the delivery of several interdependent Programmes and Projects arranged under three core Transformation Pillars and six Transformation Outputs.

To support the Transformational Objective, a Transformation Fund was established in March 2022 by the ICAO Council for the management of financial voluntary contributions, as funds are needed to fully implement the scope of the Transformational Objective and achieve the four key Outcomes. The Secretary General is pleased to note that ICAO Member States are already contributing generously to the Transformation Fund and would like to encourage your government to join this growing consortium, as your support is crucial to the success of this important initiative. As well as financial contribution, secondment opportunities are also available for the various positions in the Office of the Secretary General for the Transformation Team, as well as for direct contributions to specific transformation Projects.

Additional details of the Transformational Objective and specific investment opportunities and Projects are presented in the current prospectus. For more information or queries on how to contribute to any project in the present prospectus, please contact us:

Email: transformation@icao.int

Website: www.icao.int/transformation



Transformational Objective

**Strategic Alignment, Portfolio
Management and Coordination**



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OBJECTIVE

Strategic Alignment, Portfolio management and Coordination

The successful implementation of this unprecedented level of interdependency across these Secretariat Programmes and Projects in the Transformational Objective are dependent upon robust and agile management, not only within, but across all the component workstreams. Investing in ICAO's capacity to strategically align and manage the Transformational Objective as an integrated, dynamic Portfolio is necessary to ensure the Outcomes of the vision of delivering an enhanced service to Member States, of the Transformational Objective, are realized

Prospectus

OPPORTUNITY STATEMENT

- The Transformational Objective is an initial 3-year (2023-2025) Portfolio of work with the goal to transform ICAO into a modern, digital, adaptive, and collaborative organization demonstrating operational excellence. A practical and pragmatic approach is being adopted for all transformation work with due consideration given to the current culture and experience of ICAO in leading and managing change; it is expected that this will evolve as the Transformational Objective does.

To undertake this challenge, ICAO needs to align, manage, and execute an effective strategy to lead, manage, and coordinate all Programmes and Projects undertaken as part of the Transformational Objective.

This incorporates management and coordination at a Portfolio level for governance, change management, communication, monitoring and reporting. This enables the Transformational Objective to deliver the required efficiency gains, achieve the four key Outcomes and implement effectively ensuring ICAO is fit for the future.

OPPORTUNITY REALIZATION

- This opportunity is realized through the establishment of the ICAO Transformation Team, accountable to the Secretary General. This team ensures ICAO is strategically aligned under the Transformational Objective and that its Outputs are delivered.

The Transformation Team value proposition is:

- Strategic oversight – ensuring ICAO remains true to the Transformational Objective and all activity aligns to this.
- Management control – by providing tools and insights to Transformation Output owners to deliver effectively.

- Optimized efficiency – avoiding duplication of efforts and maximising economy of scale.
- Controlled and pragmatic approach – managing the pace of change for colleagues through a robust and controlled journey.
- Safe learning environment – recognizing that change demands learning and experimentation, and we value the need of support to overcome challenges and help ICAO attain the Transformational Objective.

The Transformation Team is an expert team fulfilling Transformational Objective strategic functions on behalf of the Secretary General ensuring that:

- ICAO is Strategically aligned under the Transformational Objective.
- The Transformation Secretariat Strategy is executed.
- The Transformation implementation plan is facilitated, implemented and kept up to date.
- The Portfolio of Transformation Outputs is coordinated and reported centrally giving an integrated view.
- The budget and funding are effectively managed.
- Benefits and efficiency gains are tracked and reported.
- Efficiencies are maximized and decision making is aligned to the prioritization framework, considering the corporate risks.
- Expert advice, guidance and proactive business partnering is provided to Transformation Output owners, Programme and Project managers and key stakeholders.
- Design and integrity of the Strategic Operating Model is achieved and maintained.

A Strategic Operating Model will be a key output of the Transformational Objective and will be created and owned by the Transformation Team. The Strategic Operating Model will coordinate core processes and procedures established as part of the Transformational Objective and will ensure end to end functional alignment enabling effective implementation.

It is critical that the Transformation Team be adequately funded and resourced to lead this important and ambitious endeavor. The Transformation Team is composed of existing ICAO employees, consultants, interns and secondees in the following roles:

- Chief Transformation Officer
- Organizational Transformation Specialist
- Programme Coordinator
- Governance and Reporting Lead
- Strategic Operating Model Lead
- Change Management and Communications Lead
- Process Engineering Lead
- Administrative Assistant

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- ICAO will become a results driven organization focused on its people with a transparent, accountable, efficient, and values driven culture that applies an innovative and agile approach, in collaboration with key partners and other stakeholders, to deliver an enhanced service for Member States.

**SPONSOR &
DONOR
PERSPECTIVE**

- Be part of the ICAO Transformational Objective journey. Be a contributor to a safer, more secure, and sustainable aviation by supporting ICAO's Transformation. Benefit from lessons learned from ICAO's Transformation, which could be leveraged within its own organization.

Financial Requirements (CAD)

Item	Currency	Amount
Specialists	CAD	750000



Transformational Objective

**People and Culture
Transformation**



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OBJECTIVE

Leadership Development Project

'Everything rises and falls with the leader'. Research indicates that the people leader is the singular factor that influences culture and productivity more than any other. The goal of the Leadership Development Project is to ensure that ICAO has leaders at all levels of the Organization who effectively manage and lead themselves, others, and teams across all the disciplines and deliver optimal results in different contexts.

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OPPORTUNITY STATEMENT

- ICAO's success has been a result of the robust technical expertise and know-how of its people. However, as we seek to transform and 'reconnect the world', ICAO needs people leaders capable of building and inspiring winning teams and supporting the broader cultural change within ICAO.
- The influence of such leaders has the potential of enabling exponential growth to the organization. Leaders are role models in terms of the desired behaviors and embody our culture and values.
- Funding is required to enable the development of leadership training, assessment, and development through a blended learning approach.

OPPORTUNITY REALIZATION

- The following are the objectives of the Leadership Development Project:
- Stronger self-awareness leading to self-led development.
- Targeted Leadership programmes to groom people managers to exemplify and embody ICAO's values led culture.
- Strong and sustainable leadership pipeline that will ensure that ICAO is well resourced in the long run.
- Broad use of development tools, including 360-degree assessments, blended learning, learning paths and mentoring programmes.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- People Leader development will equip leaders with skills to manage people, including addressing people problems and conflicts, identifying the right talent, building high performing teams, as well as recognizing and managing performance.
- The Leadership Development Programme (LDP) will equip leaders at all levels with leadership skills, to create an environment that helps employees thrive and experience the best of ICAO while delivering high performance.
- The Senior Leadership Support Programme will provide targeted support for senior leaders to enable them to build high-performing teams and equip leaders to inspire and motivate teams to succeed.

SPONSOR & DONOR PERSPECTIVE

- Member States can contribute to shaping ICAO's leadership and leadership talent pipeline.
- Member States will benefit from enhanced succession planning with a wider pool of ready candidates available.

Financial Requirements (CAD)

Item	Currency	Amount
Leadership Hub (Blue Line Leadership training)	CAD	230,000
360o assessment & coaching programmes	CAD	250,000
People Manager Courses	CAD	85,000
Grade based Leadership Development Programmes	CAD	450,000



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OBJECTIVE

Talent Mobility

The goal of Talent Mobility is to ensure that ICAO is flexible enough to allow various skillsets of talent to thrive and be successful. Only with a modern, flexible and adaptable talent pool, can ICAO envisage to overcome not only the challenges of today, but also those of tomorrow, which are changing and evolving at ever increasing rates.

Prospectus

OPPORTUNITY STATEMENT

- ICAO does not have a modern talent mobility policy that enables staff with opportunities to develop and grow their careers. This is a critical issue that needs changing, if ICAO wants to ensure it attracts and retains the best talent to implement all of its programmes and support the needs of its Member States.

OPPORTUNITY REALIZATION

- The following are the objectives of the ICAO Talent Mobility Project
- Move away from a prescriptive approach to career paths to a more comprehensive approach of career development.
- Develop a transparent process supported by a Mobility policy for identifying internal talent for both short-term and long-term needs.
- Employ internal headhunting to proactively identify staff that have the right profiles that match the available opportunities and to encourage them to apply.
- Provide up-skilling and re-skilling of staff to ensure that they can be equipped to take advantage of internal opportunities.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Career Development Support – ICAO will facilitate employee growth internally by providing opportunities and support, including more accessible career resources, regular career talk shops, career conversations, career coaching, and mentoring programme.
- Talent Marketplace – will provide the platform for hiring managers to source staff internally for internal opportunities, including short- and long-term jobs, projects, profile themselves against available jobs or projects.

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PERSPECTIVE**

- Succession Planning – introduce a succession planning model to help identify and develop key talent in critical roles. This will be supported by a transparent and competitive talent review process.
- States will contribute into shaping ICAO’s talent mobility to strengthen the Organization in optimizing its talent pool while fostering mobility and career growth
- Increased Employee Engagement

Financial Requirements (CAD)

Item	Currency	Amount
Career Conversations	CAD	52,800
Marketplace guidance	CAD	73,200
Marketplace App	CAD	48,000
Mapping Roles	CAD	348,900
Talent Review process development	CAD	23,120
Leadership Assessment and Development Centre	CAD	320,000
Staff Assessment and Development Centre	CAD	38,700



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OBJECTIVE

Diversity, Equity and Inclusion Project

ICAO's success is powered by the wealth of diverse opinions, experiences, knowledge sets, and skills of its people. To tap into the full potential of its diverse talent, ICAO must continue to hire diverse talent and foster an inclusive culture that provides employees with a sense of belonging, fairness, and equity, enabling them to bring their "full self" to work.

Prospectus

OPPORTUNITY STATEMENT

- Mainstreaming Diversity, Equity, and Inclusion in ICAO will be achieved through the implementation of a DEI framework which outlines ICAO's commitment to diversity equity and inclusion in its workforce. This commitment takes the conversation beyond gender and gives opportunity for previously excluded parts of the organization to have a valid voice.

OPPORTUNITY REALIZATION

- DEI Action Plan. Training and education on unconscious bias. Senior management diversity champions and change agents. DEI hiring and evaluation goals. Employee Resource Groups.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Inclusive, diverse, and respectful organizational culture that embodies our core values. Remove barriers to collaboration, innovation and change. A working environment of trust and transparency. Higher job satisfaction and employee morale.

SPONSOR & DONOR PERSPECTIVE

- Be a contributor to increased diversity, inclusion, and equity of ICAO.

Financial Requirements (CAD)

Item	Currency	Amount
Training and Capacity Building	CAD	300,000
Outreach Activities	CAD	100,000
DEI Framework Development	CAD	180,000



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Fit for Purpose Project

The combination of a structured Organizational Development (OD) effort and Strategic Workforce Planning (SWP) will set ICAO up for current and future impact. OD will seek to align ICAOs strategy with structure, people, rewards, metrics, and management processes, thereby improving ICAOs overall capability. SWP will ensure that we have the necessary workforce size, skills, shape and mix to deliver on our mandates. Ultimately, ICAO will shift from a reactive resource planning mode to a more proactive planning mode.

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OPPORTUNITY STATEMENT

- ICAO needs to assess its architecture to become an agile and accountable organization ready to meet the challenges of tomorrow.

OPPORTUNITY REALIZATION

- Review the organizational architecture. Implement purpose-built organizational structures. Utilize organizational development to improve existing processes. Develop new processes that enable Strategic Workforce Planning.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Proactive planning, driving better results. The right staff with the right skills in the right place at the right time. Increased staff and team clarity on roles, relationships, reporting, responsibilities. Resource optimization through reduced duplication.

SPONSOR & DONOR PERSPECTIVE

- Be a contributor to the design and implementation of an ICAO that is more modern, agile, responsive, and ultimately performing.

Financial Requirements (CAD)

Item	Currency	Amount
Workforce Planning workstream	CAD	200,000
Organizational Redesign workstream	CAD	250,000



Transformational Objective

Digital Transformation



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OBJECTIVE

Customer Relationship Management System

ICAO has had a CRM presence for a few years, however the distributed efforts of the organization coupled with the lack of sufficient resources to maintain and manage its presence has led to a limited use of its functionality. Recent efforts to expand the use of the CRM into an event planner implementation have proved successful and emphasized the importance of reusing existing systems in order to strengthen and integrate ICAO's processes. The goal is to enhance ICAO'S ability to manage stakeholder interactions through a 360-customer view with real time centralized data across various business functions and improve oversight in the many administrative process and tools of event management..

Prospectus

OPPORTUNITY STATEMENT

- The current implementation of Microsoft Dynamics CRM is On-Premises residing on an internal ICAO server, thereby severely limiting its ability to integrate with other system that support customer acquisition and follow-up, which itself leads to reduced outreach and potential revenue generation. Furthermore, several CRM key features are currently scattered across different platforms and tools such as Excel mailing lists. These technical limitations reduce ICAO's effectiveness at proper communication with external stakeholders.

OPPORTUNITY REALIZATION

- A new CRM/EMS implementation focused on cloud adoption will allow greater access and flexibility for user and outreach to external stakeholders by removing internal server limitations and increasing security. By centralizing customer data, streamlining interactions, and facilitating data analysis, the CRM component will empower ICAO to cultivate stronger relationships with customers, enhance service delivery, and make informed decisions based on real-time insights.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Greater user flexibility in accessing the system. Unified ICAO approach to customer engagement. Improved efficiency and reduced efforts in customer outreach. Minimization of IT maintenance for different system through the unification of CRM functionalities.

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PERSPECTIVE**

- State interactions with ICAO will be much easier and faster due to the new system's ability to keep track of all previous communications and provide a better and more helpful response to any future queries and initiatives. Easier and more concise contact with ICAO and its services through a centralized system. Less siloed emails from different ICAO services and a unified follow-up process with automatic redirection to the appropriate contact point. This customer-centric approach will foster stronger relationships, increase customer satisfaction, and drive greater engagement in regulatory initiatives.

Financial Requirements (CAD)

Item	Currency	Amount
Consultancy	CAD	176500
Posts	CAD	327500
Consultancy	CAD	25200
Posts	CAD	46700



Website: <https://www.icao.int/about-icao/Pages/Transformation.aspx>

Please contact the ICAO Transformation Team at: Transformation@icao.int



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Business Intelligence and Enterprise Data Management (BI & EDM)

The goal of the Business Intelligence and Enterprise Data Management Project is to establish comprehensive data management for ICAO by implementing the data management domains that are partially or not yet implemented

Prospectus

OPPORTUNITY STATEMENT

- ICAO lacks comprehensive enterprise data management that would support the governance, quality, consistency, reliability, and availability of its data across domains and departments.

The current state of data management at ICAO is:

- Data Governance – Partially implemented.
- Data Architecture Management – Not Implemented
- Data Development – Implemented
- Data Operations Management – Implemented
- Data Security Management – Partially implemented
- Reference and Master Data Management – Not Implemented
- Data Warehousing and Business Intelligence Management – Partially Implemented
- Document and Content Management – Implemented
- Metadata Management – Not Implemented
- Data Quality Management – Not Implemented

OPPORTUNITY REALIZATION

- The following are the objectives of the Business Intelligence and Enterprise Data Management Project:
- Data Governance - Establish the governance framework and body (council/committee/ board/group), new or part of an existing governance body, responsible for the governance of ICAO's data across domains and departments.

- Data Architecture Management - Establish the unified view, visual design, data flows and management of ICAO's data across domains and departments.
- Data Warehousing and Business Intelligence - Revamp ICAO's Datawarehouse to ingest data sets from more, other, or relevant strategic departments to enhance business analytics, intelligence, and reporting (dashboards, and, or regular reports).
- Reference and Master Data Management - Establish the centralized storage, single source of truth and management of ICAO's reference data that is currently duplicated and used in various departments and information system software across ICAO. Examples of reference data are ISO country list/codes, airport list/codes, airline designator list/codes etc.
- Metadata Management - Establish the centralized storage, single source of truth and management of ICAO's metadata that is currently duplicated and used in various departments and information system software across ICAO.
- Data Quality Management - Establish data quality management for ICAO's data across domains and departments to enhance the accuracy, consistency and integrity of ICAO's data thereby enhancing the accuracy and trust of business analytics, intelligence and reporting produced from the underlying data.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Centrally governed and managed data, irrespective of the location (on premise or in the cloud), platform, host software or type (structured or un-structured).
- Centrally managed and applied data policies (quality, classification, authorization, masking, security).
- A unified and integrated view of data across all systems in ICAO, and ICAO's big data in cloud environments.
- Centrally managed data lineage from creation to consumption, and centrally managed data stewards, owners, custodians, and consumers.
- Cost Savings: Data Management framework, practices and tools result in decreased costs associated to data security, privacy, veracity and retention compared to unmanaged and underutilized company data assets.
- Return on Investment (ROI): Data Management framework, practices and tools enable the strategic control and utilization of ICAO data assets to create or enhance data-driven strategy, value proposition, operations, new products and services (revenue generation), competitive advantages and agility in industry/market positioning.

SPONSOR & DONOR PERSPECTIVE

- Member States will be able to access ICAO data and systems much easier than before, with a centralized data repository that they can connect and interact with high development costs.
- Member States will have access to more accurate data that is consistent across all ICAO services and Annexes using the unified repository.

- A centralized single source of truth and master data management on ICAO Annexes, SARPS, Member States, clients, vendors and aviation data.
- Centralized management of ICAO reference data in such forms as airport codes.
- Data catalog, data marketplace and glossary for ICAO's data with standardized business terminology.

Financial Requirements (CAD)

Item	Currency	Amount
Developers	CAD	420000
Operational Expenditure	CAD	405000
Data Management professional services	CAD	400000



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OBJECTIVE

Enterprise Risk Management Programme (ERMP)

ICAO's ERMP aims to provision risk management capabilities to mitigate external and internal risks, including infosec, environmental, and economic risks for ICAO to adopt a results-based management (RBM) approach grounded in proper risk measurement.

Prospectus

OPPORTUNITY STATEMENT

- The current stand-alone tools and limited use of KPIs for performance tracking have made it difficult for management and external stakeholders to evaluate and measure the risk performance of ICAO against its strategic priorities laid out in its business strategy and plan. The current reporting mechanism, including technologies, processes, etc. is inadequate as compared to industry benchmarks. Legacy tools and a lack of clear KPI's has allowed bureaus to identify isolated/siloed KPI's that are not cohesive to the organization as whole and do not support the "One ICAO" vision.
- The current ERPM implementation suffers from several issues, such as that ERM is currently not linked to RBM, Risk assessment / ERM Framework is applied at the Headquarters level but not at the regional office level, the current Corporate Risk Register (Excel) lacks automation and is unable to make the critical linkages needed with other systems.

OPPORTUNITY REALIZATION

- A new ERMP solution, with integrated risk assessment and ERM framework capabilities will provide a broad and comprehensive ability for measuring the performance of ICAO across the organization. This framework should be developed to measure ICAO against its stated five Strategy Objectives which continue to be identified as the primary means to benefit global civil aviation and Member States: Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection while remaining aligned with the current corporate risk register.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Improved Decision-Making – The new Enterprise Risk Management (ERM) solution will help leadership make timely decisions. This solution will be aligned to the corporate risk register and will allow the aggregation and consolidation of risks to provide a better picture to the organization.

**SPONSOR &
DONOR
PERSPECTIVE**

- Increased Communication: An effective ERM solution, enables information to flow properly across the organization, integrating with projects, programmes and deliverables, as well as conforming to the corporate risk strategy and results based management (RBM).
- Increased Risk visibility – With improved communications, leaders at all levels within ICAO will be able to get an enhanced look at the risks facing their units, and receive a communal list of shared risks that can be tackled together as an organization, thereby eliminating the need for silos.
- Integration: the new system will be able to integrate fully with ICAOs other systems which form part of the digital transformation backbone.
- States will be able to better understand ICAOs risk position and the specific impact of their financial contributions on the reduction of critical mission and project risks, thereby resulting in higher chances of project successes.
- States will be able to see the specific funding gaps across projects and the risks created by these gaps, enabling to better allocate and prioritize their funds to maximize the benefits to states and the global aviation community.
- Produce live and accurate data that minimizes errors and manual entry and allows for a more organic monitoring of risks and their evolution in the lifecycle of the project.
- Greater transparency regarding risk categorization and project performance

Financial Requirements (CAD)

Item	Currency	Amount
Developers	CAD	200,000
Operational Expenditure	CAD	50,000



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OBJECTIVE

Corporate Performance, Monitoring and Reporting (CPMR)

ICAO's Corporate Performance and Monitoring and Reporting (CPMR) signature project is focused on developing a tool to improve transparency and accountability in-line with a results-based management (RBM) approach.

Prospectus

OPPORTUNITY STATEMENT

- The current stand-alone tools and limited use of KPIs for performance tracking have made it difficult for management and external stakeholders to evaluate and measure the performance of ICAO against its strategic priorities laid out in its business strategy and plan. The new RBM-based approach will be expected to assess organizational performance including results-based planning, budgeting, monitoring, and reporting. The current reporting mechanism, including technologies, processes, etc. is inadequate as compared to industry benchmarks. Legacy tools and a lack of clear KPI's has allowed bureaus to identify isolated/siloed KPI's that are not cohesive to the organization as whole and do not support the "One ICAO" vision.

OPPORTUNITY REALIZATION

- A new CPMR solution, with defined key performance indicators (KPIs) will provide a broad and comprehensive ability for measuring the performance of ICAO across the organization. This framework should be developed to measure ICAO against its stated five Strategy Objectives which continue to be identified as the primary means to benefit global civil aviation and Member States: Safety, Air Navigation Capacity and Efficiency, Security and Facilitation, Economic Development of Air Transport, and Environmental Protection.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- Improved Decision-Making – The new CPMR solution will help leadership make timely decisions. This solution will be aligned to the ICAO Business Plan and the named strategic objectives.
- Increased Communication: An effective CPMR solution, enables information to flow upward, downward, or laterally, reaching the intended accountable KPI owners in a timely manner.

**SPONSOR &
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PERSPECTIVE**

- Increased Productivity – With improved communications, leaders at all levels within ICAO will be able to improve their organization unit productivity.
- Integration: the new system will be able to integrate fully with ICAOs other systems which form part of the digital transformation
- States will be able to better understand ICAOs performance and the specific impact of their financial contributions on the work of the organization and consequently on civil aviation as a whole.
- Increased Accuracy of Reporting – The CPMR needs to be supported by accurate data.
- Produce live and accurate data that does not require manual entry and therefore minimizes errors.
- Enhanced Connection between ICAOs activities and the state of global aviation and international air travel
- Greater transparency regarding budget allocation and output performance

Financial Requirements (CAD)

Item	Currency	Amount
Developers	CAD	300,000
Operational Expenditure	CAD	50,000
Supplier	CAD	100,000



**Transformational
Objective
Operational Transformation**

Transformation Output 6 (T06) - Strategic Organizational Reform

Enabling strengthened accountability, sustainability, operational excellence and a results-based culture.

Operational Transformation encompasses all areas that will enable ICAO to strengthen its accountability, sustainability, operational excellence, and a results-based culture. It includes the outputs for improved financial management, which will strengthen financial management and sustainability, including the application of results based budgeting and best practices in the area of cost recovery. It also includes the outputs related to strategic organizational reform, which encompasses organizational-wide change at management and operations through improved results-based management, enterprise risk management, an accountability framework, enhanced resource mobilization efforts, partnerships, innovation, and gender equality.

Although innovation has traditionally been factored into the work of ICAO, it remains largely confined to the straightforward deployment of that innovation in the application for which it had been created. Any potential for scalability and cross-organizational applicability is often missed and should be further explored. Any failure in this regard may have a detrimental impact on both knowledge management, organizational efficiency, and staff empowerment to deliver on innovation matters. Therefore, while recognizing that ICAO and its staff have been innovating, it is important for the Organization to further encourage and accelerate the pace at which it innovates.

In this prospectus the Strategic Planning, Coordination and Partnership function presents one critical Project requiring resource mobilization efforts to succeed:

- Innovation

Please contact transformation@icao.int for further information on other Operational Transformation Projects such as:

- Accountability
- Partnerships
- Enterprise Risk Management
- Results Based Management
- Gender Equality
- Implementation Support Business Model



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Innovation Project

The ICAO Secretariat continuously integrates technological innovation into its work, as reflected in the adoption of ICAO international Standards and Recommended Practices (SARPs), policies and programmes and the implementation of capacity-building activities to support their introduction. ICAO also delivers innovation in the advancement of the supporting strategies, through the streamlining of processes and increased digitization and automation, considering financial constraints and regulatory challenges. The goal of the Innovation Project is to enhance and accelerate this work aligned with the Outcomes of the Transformational Objective.

Prospectus

OPPORTUNITY STATEMENT

- The significant acceleration in the pace of innovation coupled with an exponential increase in the diversity and sheer number of innovators requires ICAO to coordinate and, if necessary, to evolve its approaches, consistent with the provisions of the Chicago Convention, to facilitate and enable innovation in aviation at a global scale in a timely manner. Should the approach to innovation not be evolved, there is a risk of disconnect between the technologies and processes under development and the level of awareness of ICAO staff, experts from Member States and aviation stakeholders, leading to a possible lag in the development of international Policies, Standards and Recommended Practices, and guidance material. In addition, as it is anticipated that new initiatives on innovation will be developed, addressing a more diverse range of stakeholders, with clarity and consistency in communications to the community is paramount.
- Such challenges were captured in Assembly Resolution A40-27 Innovation in Aviation and related Council Decisions, instructing the Secretary General to (a) identify initiatives and changes in working methods that would promote more substantive interactions between ICAO and the industry, including industry's engagement and inputs to Committees, Panels and other expert or policy groups, the Air Navigation Commission, and with the Council, as well as the processes by which State regulators introduce and promote innovation through their engagement with ICAO; b) implement additional working methods within the Secretariat in order to mainstream innovation and further disseminate the innovation culture; and c) develop and/or identify best practices aimed at better supporting Member States' implementation of ICAO Standards and Recommended Practices (SARPs) within their regulatory frameworks).

OPPORTUNITY REALIZATION

- To tackle this challenge on innovation, ICAO plans to:
- Raise awareness of innovation among Member States, industry partners and the aviation community at large and promote its potential benefits.

- Encourage and support the timely deployment of sustainable innovative technologies, processes and capacity-building activities based on operational needs.
- Provide a framework that allows the industry to engage with ICAO at the appropriate level, and where appropriate within the existing frameworks, enabling ICAO to develop well-informed policies and carry out innovative implementation support initiatives.
- Provide a framework that enables ICAO to engage academia in the development of innovative studies, training and projects, through the support of the States and the industry.
- A collaborative group of ICAO Secretariat Focal Points on Innovation, nominated by their respective Bureaus and Offices, coordinated by the Strategic Planning, Coordination and Partnerships (SPCP) Office, is responsible for supporting and administering the development and implementation of cross-organizational initiatives set forth in the ICAO innovation mandate. Through information-sharing across the organization, the Focal Points ensure the identification of synergies and facilitate the coordination and implementation of activities to achieving the inherent goals. The activities of the Innovation team are fully aligned with ICAO's Transformational Objective.

Expected Benefits

ICAO & STAKEHOLDER PERSPECTIVE

- A more innovative and agile ICAO, better equipped to fulfill its mandate in an increasingly technologically fast-paced changing world.
- Deploy a new internal cooperation initiative, contributing to strengthening the culture of innovation.
- Identify and respond to Member States needs on innovation, supporting the deployment of their benefits to Member States that do not necessarily have a tradition of aircraft/engine manufacturing or certification.
- Contribute to a coherent innovation and aviation ecosystem, facilitating the establishment of partnerships amongst all players.
- Leverage on the resources and capabilities of the member of this ecosystem.

SPONSOR & DONOR PERSPECTIVE

- Be part of the ICAO Transformational Objective journey for innovation.
- Be a contributor to innovation in the aviation community.
- Benefit from lessons learned from ICAO's own Innovation Transformation, which could be leveraged within its own organization.
- Creates synergetic effects, as ICAO is already investing in this area.
- Benefits will be yield in all Member States from the establishment of a strong and dynamic ecosystem encouraging the exchange of lessons learned.

Financial Requirements (CAD)

Item	Currency	Amount
Innovation Portal	CAD	200,000



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