

Contributing States



ICAO



Strategic Portfolio Management Office

ICAO's newly formed Strategic Portfolio Management Office (SPMO) leads and coordinates the Continuous Organizational Improvement Programme, ensuring organizational improvement initiatives are prioritized, aligned, and effectively delivered.

Continuous Organizational Improvement is a High Priority Enabler in the ICAO's Strategic Plan 2026-2050.

Find out more here:



spmo@icao.int



Building
Our Future
Together

2026 - 2028

Continuous Organizational Improvement Programme

Strengthening ICAO through a coordinated programme to enhance operational efficiency and effectiveness, improving organizational performance.



Our Approach

- Building on the momentum of ICAO's 2023–2025 Transformational Objective to drive lasting change.
- Strengthening coordination through portfolio management and integrated programme.
- Expanding the use of integrated data and analytics for evidence-based decision-making.
- Simplifying and standardizing processes to strengthen operational efficiency.
- Leveraging UN common Shared Services & facilities.

Selection of Improvement Areas

People First

Strengthening people-centered, values-driven culture and a fit for the future workforce.

Information & Communications Technology and Digitalization

Modernizing our digital ecosystem by retiring legacy applications and promoting cloud-based solutions.

Information Security

Strengthening organizational resilience through a unified cybersecurity blueprint, Zero Trust Architecture robust data privacy and protection practices.

Financial Sustainability

Advancing long-term financial sustainability by implementing enhanced funding models, cost accounting and revenue-generation mechanisms.

Business Operations, Efficiency and Effectiveness

Improving operational performance by streamlining organizational design, standardizing processes, and strengthening results-based planning, monitoring as well as reporting.

Examples of Priority Projects

- ✦ Strategic Workforce Planning
- ✦ Connection, Access, Respect, Empowerment Strategy

- ✦ ICT Cloud Strategy
- ✦ Service Management

- ✦ Improve ICAO Cybersecurity posture
- ✦ Data Privacy Governance Establishment

- ✦ Enhanced funding model, cost accounting & cost recovery
- ✦ Revenue Generation & Resource Mobilization

- ✦ Organizational alignment ensuring ICAO is a fit for purpose organization
- ✦ Process optimization, efficiency & effectiveness standardization, methodology and reporting