



ICAO

TRANSFORMATIONAL
OBJECTIVE

Final Report
January 2026

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1. Foreword by the Secretary General

As the Transformational Objective (TO) concludes, it brings the realization of the transformation we have been working towards during the triennium from 2023 to 2025, cementing ICAO's position as a leader in global international civil aviation.

We embarked on this work to ensure our Organization is fit for future and ready to provide an enhanced service to our Member States; today and for the foreseeable future. It has been a journey of discovery, and having set solid foundations in 2023, ICAO was able to build upon this in 2024 and 2025 to implement the significant improvements and deliver fundamental change across the three Transformation Pillars in People & Culture Transformation, Digital Transformation and Operational Transformation.

Transformation is a shared challenge that has demanded adaptability, continuous learning, and resilience from our personnel. I am inspired daily by the way our colleagues have risen to the occasion, balancing their responsibilities while embracing innovation and change. This spirit underscores the strength and resolve of the ICAO Secretariat. It's now time for us to embrace the new processes and tools, by applying and experiencing them, and providing feedback for further improvements.

The Transformational Objective was essential to modernize ICAO and the impressive achievements, together with the lessons learned during the transformation journey, have provided the catalyst for ICAO to now adopt a culture of continuous improvement; this will be demonstrated under the new Continuous Organizational Improvement (COI) High Priority Enabler (HPE).

I wish to acknowledge the valuable guidance and support received from the Assembly, Council and the President, Member States, in particular those which have contributed voluntary contributions of funds and secondees. I also wish to express my gratitude and recognise the remarkable work of the Chief Transformation Officer and the Transformation Team, and most of all my Secretariat colleagues who have contributed their ideas and efforts, towards the successful implementation of the Transformational Objective, for which I am immensely grateful.

Juan Carlos Salazar
Secretary General

2. Executive Summary

As 2025 closed, we marked the completion of the Transformational Objective - a journey that spanned three years, forty Projects and initiatives, and the contributions of more than one-hundred and fifty ICAO Secretariat colleagues. Together, we delivered Transformation under three Pillars and, in doing so, progressed our digital transformation strengthening our technology and security, improved our financial management, reformed and streamlined processes, developed new policies and invested in our people and culture.

Delivering Transformation Together

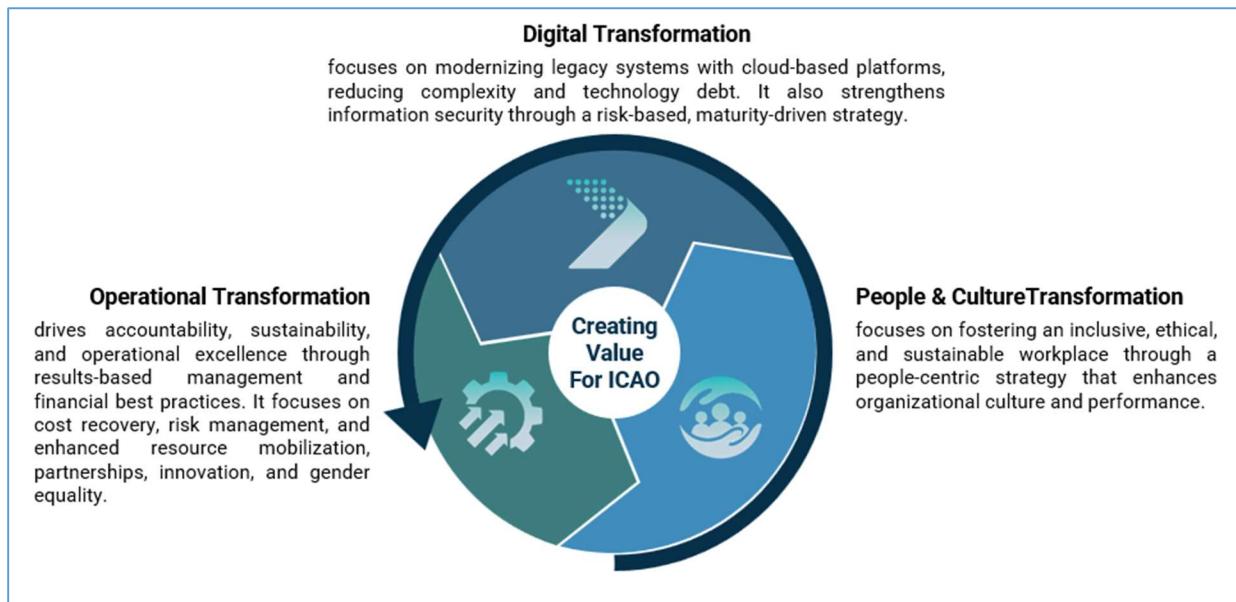


Figure 1

As Chief Transformation Officer, I am pleased to present this final report highlighting the significant achievements delivered under the Transformational Objective and confirm that ICAO achieved all four of its Transformational Objective Outcomes fully as evidenced in this report.

Transformational Objective Outcomes



Figure 2

As we begin the next triennium, I am delighted to continue to lead ICAO's continuous organizational improvement work through the newly established Strategic Portfolio Management Office (SPMO), which will help us prioritize, align, and manage our Programmes, Projects and Activities to drive value and impact over the long-term. Change is not just a one-time effort; it is a constant. If we wish to stay relevant and ready to achieve ICAO's Strategic Goals, we must continue to evolve.

Our Transformational Objective Vision Statement for 2027 remains and I am delighted to see the strides ICAO has made towards this.

Transformational Objective Vision Statement

By 2027, our ICAO will have transformed into a modern, digital, adaptive and collaborative organization demonstrating operational excellence. ICAO will 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.

Figure 3

A sincere thank you to all the colleagues who contributed to the Transformational Objective. Your commitment, contribution, and collaboration made this achievement possible.

Michiel Vreedenburgh
Chief Transformation Officer

3. Transition States

The Transformational Objective implementation plan was managed in a consecutive series of Transition States (TS) representing the preparation period as Transition State 0 leading up to the start of the Transformational Objective, followed by three further Transition States representing the three-year implementation period as part of the Business Plan 2023-2025.

The implementation plan for the Transformational Objective was aligned to these Transition States ensuring delivery of the Transformational Objective deliverables and results. The purpose of Transition States was to articulate the transformational milestones, measure progress and celebrate success.

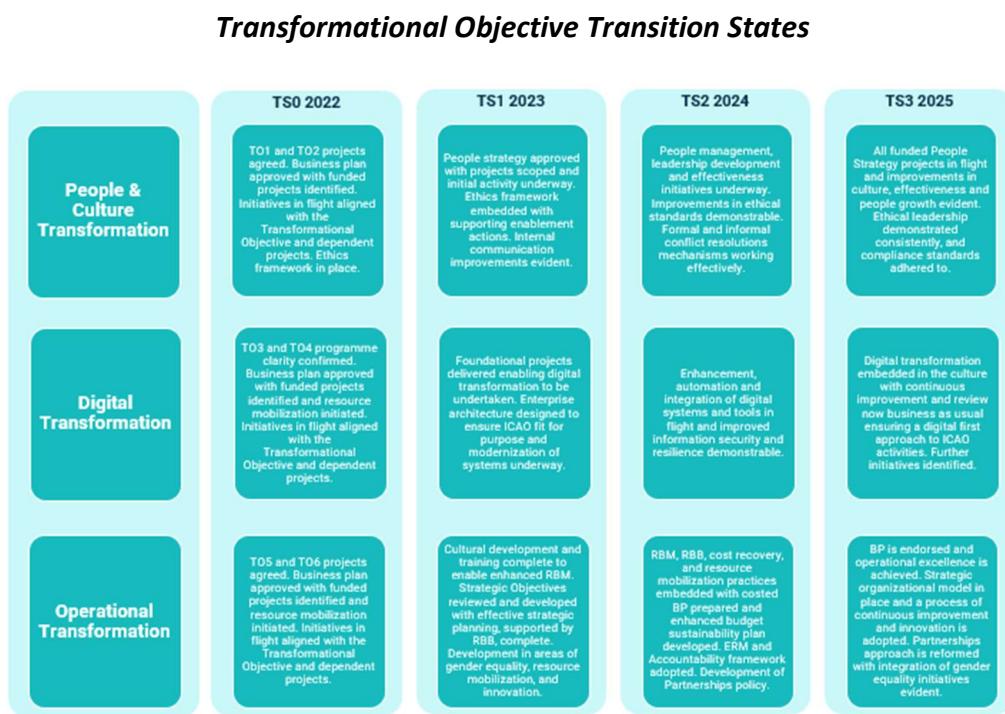


Figure 4

All elements of Transition State 0 were achieved before the Transformational Objective commenced in January 2023, including the development of the Transformation Strategy.

Transition State 1 focused on foundational work and, at the end of 2023, Transition State 1 was fully achieved in both People & Culture Transformation and Digital Transformation, with Operational Transformation partially achieved with progress in some Projects.

Building upon Transition State 1, in 2024, ICAO saw the Transformational Objective implementation progress at pace. ICAO saw its organizational culture starting to transform, and through its inclusive transformation approach, the implementation focused on meeting the needs of colleagues.

At the end of 2024, Transition State 2 was fully achieved in Digital Transformation, and partially achieved in People & Culture Transformation and Operational Transformation, with some Project milestones and deliverables completed.

At the closure of the Transformational Objective, through effective prioritization and resource mobilization, the outstanding gaps to achieve Transition States 1 and 2 were closed, and Transition State 3 was fully achieved.

4. Progress & Achievements

The Transformational Objective was designed as a three-year Portfolio of work with specific deliverables in each of the six Transformation Outputs. Therefore, the Transformation Outputs were running in parallel, however maturity of individual Programmes and Projects did not align, with staggered initiation and implementation prioritized across the Portfolio. All Projects were delivered in a coherent and structured order to manage the dependencies and pace of change for ICAO. This included regular prioritization and assessment of transformation Projects to ensure urgent and emerging business needs were met to enable an enhanced service to Member States.

Transformational Objective Pillars and Outputs

People & Culture Transformation		Digital Transformation		Operational Transformation	
TO1 – People & Culture	TO2 – Principles & Values	TO3 – Digitalization	TO4 – Information Security	TO5 - Financial Management	TO6 - Strategic Organizational Reform
Implementation of a comprehensive People centric Strategy which evolves organizational culture and performance	Strengthened adherence and compliance to ethics principles and values considering best practices of other organizations of the UN system and development of robust mechanisms of formal and informal dispute resolution	Modernization and enhancement of ICAOs digital capability through implementation of a comprehensive ICT Digital Transformation Strategy	Strengthened Information Security through a holistic risk-based and maturity-based information security strategy encompassing both organizational and operational security	Strengthened financial management and sustainability including the application of results based budgeting and best practices in the area of cost recovery	Reformed organizational-wide management and operations through strengthened results-based management, enterprise risk management, a sound accountability framework, with enhanced resource mobilization efforts, partnerships, innovation and gender equality

Figure 5

At the start of the transformation journey, forty-two Projects were scoped to realize the Transformation Vision, with a further three initiatives under consideration to enhance the Portfolio further. Following prioritization and agile assessment of available resources, together with some consolidation to realize synergies, and the descoping from the Transformational Objective and postponement to the 2026-2028 triennium of a few Project phases, the Transformational Objective eventually included thirty-seven defined Projects, and three supporting initiatives.

At the completion of the Transformational Objective, the status update of the thirty-seven Projects, as determined by the four Project phases – not started, initiation, implementation and closed - is shown in figure 6.

Transformational Objective Project Status

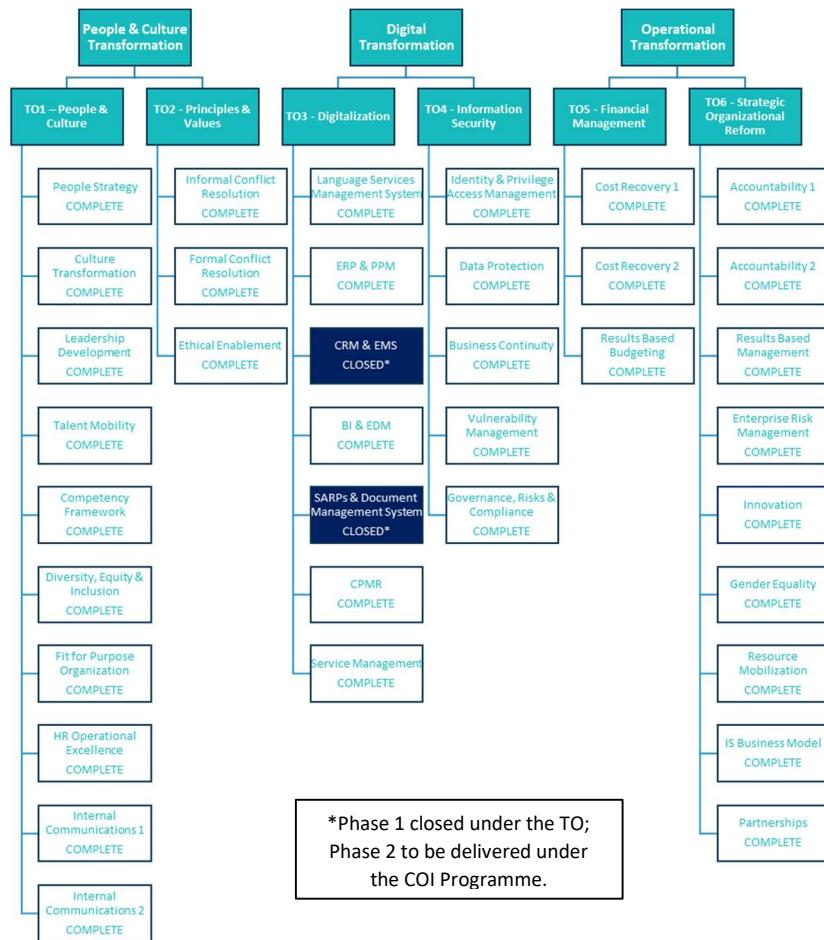


Figure 6

In summary, thirty-five Projects were fully completed as per their defined scope, with two remaining Projects, as highlighted in figure 6, completing phase 1 of work successfully.

There were key supporting initiatives also undertaken as elements of the Transformational Objective Portfolio. These included the establishment of a Strategic Portfolio Management Office (SPMO), the Enterprise Business Process Management (EBPM) Framework, and ICAO's Strategic Organizational Model (SOM).

4.1 People & Culture Transformation (TO1 & TO2)

The first year of the People & Culture Transformation Output (TO1) culminated in the development of the ICAO People First Strategy, the fulcrum from which most of the TO1 Projects would stem from.

As a flagship Project of the People Strategy, and indeed of the Transformational Objective, the Culture Transformation Project started with a culture diagnostic, leading to the development of a roadmap for ICAO's future culture state. Three culture shifts were identified and are presented in the ICAO culture blueprint, which continues into the 2026-2028 triennium.

ICAO Culture Blueprint

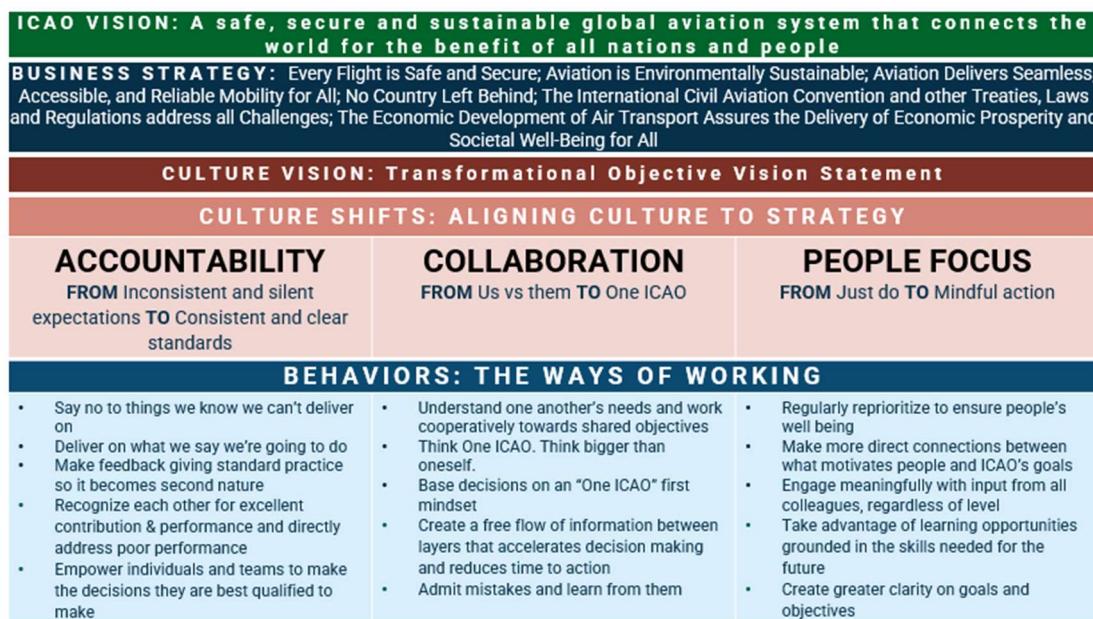


Figure 7

The Culture Transformation Project culminated in the development of seventeen Culture Change Accelerators (CCAs) and the establishment of Culture Change Ambassadors to help lead and operationalize the culture shifts through implementation of the roadmap of actions during 2025 and beyond. This included the launch of a new ICAO onboarding programme for new joiners to the ICAO Secretariat. With culture change an ongoing area of focus, further evolution and implementation will continue in the 2026-2028 triennium.

Training and leadership development was another cornerstone of the People Strategy, with a total of six cohorts established to participate in the rich and diverse leadership courses offered through the United Nations System Staff College (UNSCC). Complementing this was the development and launch of the ICAO People Managers course that is now offered to all managers and team leaders. The suite of self-service courses available through the Blue-Line and Linked-In training platforms was made available to all personnel, with increasing levels of engagement.

The participation in Leadership Development training is shown in figure 8.

Leadership Development Training Participation

Category	Programme	Target Audience	Personnel Trained 2023	Personnel Trained 2024	Personnel Trained 2025	Total Personnel Trained 2023-2025
Leadership Development	UN Leaders Programme	D2 & D1	3	0	0	3
	Executive Management Programme	P5	0	0	22	22
	UN Emerging Leaders Programme	P4	14	28	6	48
	Leadership Skills Programme	G5-P3	0	29	29	58
	People Managers Course	All Supervisors	0	0	18	18
	ICAO Coaching Programme	All Personnel	0	0	12	12
Total			17	57	87	161
Online Platforms	Blue Line	All Personnel		209 (enrolled)	253 (enrolled)	253
	LinkedIn Learning	All Personnel		368 (enrolled)	422 (enrolled)	422

Figure 8

Enhancing talent mobility was deemed a priority for ICAO and in the Talent Mobility Project, five key achievements are worth highlighting:

- A Talent Mobility Framework was developed and approved.
- Two new mobility pathways (Temporary Duty Assignments and Internal Short-Term Assignments) were initiated and piloted with lessons and feedback shaping the new Talent Mobility Policy.
- The Career INSPIRE series was launched introducing a series of events featuring internal and external, experienced speakers providing practical advice on career development.
- The Career Development Portal, offering tools and guidance was established to support personnel in their career management plans.
- The ICAO Mentoring Programme was created to leverage the wealth of experience available from seasoned peers who can guide and mentor other colleagues with twenty-nine mentor/mentee relationships established in the first cohort.

The Human Resources (HR) Operational Excellence Project, had an objective to analyze and improve four priority HR processes. This was completed under ICAO's newly established EBPM Framework through four Kaizens. The staff recruitment process was the first HR process to be overhauled under this Project, and, upon completion of its Kaizen, attained a 59% improvement to the average staff recruitment process time. The second process to benefit from a Kaizen was the consultants recruitment process, which achieved a 41% improvement. The job classification

process was the third process to be assessed, and following the Kaizen, achieved a remarkable 62% improvement. The final process to undergo a Kaizen was the secondment appointment process, which delivered a 42% improvement.

While the Kaizens have concluded for these four processes, it is important to note that the next phase will focus on actualizing the improvement actions identified through the Kaizens. This implementation cycle will involve operationalizing multiple process enhancements, some of which require sequencing, change adoption, and stabilization over time. As a result, the full extent of the improvements and benefits are expected to progressively materialize as the recommended actions are systematically embedded into day-to-day operations and sustained through continuous monitoring and refinement.

The targets and results of the four Kaizens are shown in figure 9.

HR Operational Excellent Kaizen Results

Process	Target	Result
Staff Recruitment	40%	59%
Consultant Recruitment	40%	41%
Classification	33%	62%
Secondment	20%	42%

Figure 9

Other TO1 Projects also delivered as planned. The Competency Framework Project successfully re-embedded ICAO's Core Competency Framework, while also laying the foundation for a future Technical Competency Project under the Continuous Organizational Improvement (COI) High-Priority Enabler (HPE). Meanwhile, the Diversity, Equity, and Inclusion (DEI) Project developed and delivered a new DEI strategy, called ICAO Secretariat Connection, Access, Respect, Empowerment (i-CARE), along with an action plan for the implementation during the 2026-28 triennium.



Figure 10

Closing out the undertakings stemming from the People First Strategy, is the Fit For Purpose Organization (FFPO) Project, which assessed ICAO's organizational design to help shape the Organization for current and future challenges; specifically, this Project targeted alignment of ICAO's structure with the 2026-2050 Strategic Plan. The Project delivered a comprehensive report, structured in seven work packages, providing recommendations. The deliverables of this Project included a Strategic Workforce Planning Framework, an organizational design blueprint, analysis of spans and layers of the Organization, and recommendations for organizational design for the Capacity Development & Implementation Bureau (CDI), Finance Branch (FIN), Human Resources (HR) Branch, Information Communication Technology (ICT) Section, Regional Offices, and the establishment of a SPMO.

The FFPO report will serve as a strategic playbook to guide ICAO in refining its organizational model over the next cycle. Each recommendation will be carefully assessed in light of ICAO's organizational context, priorities, and maturity, and will be progressively integrated into the operating model. Given the intricate and multi-pronged nature of the recommended changes, implementation will follow a deliberate, phased approach to ensure alignment with the Strategic Plan 2026-2050, manage complexity, and support sustainable adoption across the Organization.

TO1 was also the catalyst for the significant strides made in transforming internal communications. During the first year of the Transformational Objective, a new Intranet as well as a comprehensive effective communication training programme, available to all staff, were launched. Leaders across ICAO attended training in 2023, and complementary online training was launched. Furthermore, the implementation of a state-of-the-art Customer Relationship Management (CRM) system has not only streamlined external outreach but has also fostered a more seamless flow of information within the Organization.

Accomplishments in the Principles & Values Transformation Output (TO2) include the development and launch of ten training courses under the Ethical Enablement Project focused on embedding the Ethics Framework and ICAO's values.

Furthermore, the Informal Conflict Resolution Project achieved its goals with the onboarding of a newly appointed full-time Ombudsperson, and the launch of the Trustful Workplace Ambassadors (TWA) network.

Finally, the Formal Conflict Resolution Project enabled the appointment of a new full-time Specialist for Administrative Law, Policy and Disciplinary Matters, and completed the transition to the UN Dispute Tribunal (UNDT) as the first instance for appeals.

[4.2 Digital Transformation \(TO3 & TO4\)](#)

The Digital Transformation Output (TO3) demonstrated strong momentum throughout the Transformational Objective lifecycle further enhancing ICAO's digital capabilities. Collectively, the efforts reflect ICAO's commitment to modernizing its operations and effectively leveraging digital technologies to meet current and future organizational needs.

The consolidation of the Human Capital Management (HCM) Project into the Enterprise Resource Planning (ERP) & Portfolio Project Management (PPM) Project resulted in the deployment of integrated recruitment and learning modules, streamlining processes and supporting the decommissioning of older systems.

Following analysis and the decision to join the UN Development Programme (UNDP) consortium, the implementation of the Quantum ERP was the backbone of Digital Transformation, and following releases 1 and 1.5 in 2024, the Project completed with the final release in 2025. Further evolution of the ERP will be undertaken in the 2026-2028 triennium leveraging more functionality and enhanced automation and streamlining of processes.

Service Management saw the successful rollout of the UNDP UNall ServiceNow in 2024, providing personnel and State Delegations with a unified portal and improved support, while also replacing legacy systems with a more cost-effective solution. The Service Management Project continued to build on its prior successes in 2025 by enhancing the ServiceNow platform's capabilities and expanding its reach across ICAO. The unified service portal has seen increased adoption, with personnel and State Delegations benefiting from streamlined access for common requests such as ICT equipment, HR information, and building facilities maintenance.

Integration with the Quantum ERP system was further optimized in later stages of the Transformational Objective, ensuring seamless workflows and improved data consistency. The knowledge base was enriched with additional resources, leading to faster resolution times and better user experience. By the close of 2025, the ServiceNow platform had processed more than four-thousand incidents and over five-hundred service requests, marking a notable increase in engagement and efficiency. The initiative remains central to ICAO's ongoing efforts to modernize internal services, reduce operational costs, and retire outdated systems.

In the Business Intelligence (BI) & Enterprise Data Management (EDM) Project, the establishment and subsequent maturity of the Data Management Group, implementation of an Enterprise Data Architecture, and the launch of a new Data Warehouse now underpin robust data-driven decision-making, while the Corporate Performance Monitoring & Reporting (CPMR) tool and associated dashboards have been further developed, with additional enhancements planned.

Following its establishment, the Data Warehouse was further enriched with additional datasets, now incorporating up-to-date information from mission-critical systems. This comprehensive repository has become integral to advanced analytics, supporting enhanced business and artificial intelligence initiatives, and cross-functional data projects.

The migration to a cloud-based Data Warehouse and Data Lake has further improved operational efficiency. Centralized aggregation and integration of data from multiple sources now allow for streamlined data management processes, faster analysis, and easier sharing of insights. Enhanced data security, privacy, and quality are maintained through robust governance policies and advanced cloud technologies, ensuring data veracity and compliance with international standards.

Business intelligence tools and self-service platforms empower ICAO personnel and partners to visualize, report, and disseminate data with ease. These tools simplify the creation of dashboards, enable real-time reporting, and support actionable insights, facilitating greater transparency and responsiveness. Improved accessibility and collaboration with external partners and stakeholders further strengthen ICAO's position as a data-driven organization, committed to continuous improvement and operational excellence.

Looking ahead, further dashboard enhancements and data visualization capabilities are planned to meet evolving organizational needs and to foster even greater data literacy across ICAO.

In 2025, the Standards and Recommended Practices & Document Management System (SARPs & DMS) Project transitioned from planning to full-scale implementation, marking significant progress toward modernizing ICAO's documentation processes. Key 2025 milestones include the continued rollout of Copilot Artificial Intelligence (AI) across the organization, further enhancing productivity and process automation.

The ICAO Annex Manager System (IAMS) became fully operational and was made accessible to all staff and Air Navigation Commission members in 2025, streamlining management, review, and collaboration on Annex documentation. In addition, the ICAO-NET State Letter page underwent further enhancements and introduced a more intuitive interface and advanced features to facilitate navigation, information processing, and user engagement. These advancements reflect ICAO's ongoing commitment to digital transformation, supporting efficient delivery and access to critical standards and documents organization wide.

As part of ongoing enhancements, process improvements have been prioritized within the SARPs & DMS Project. The Project aims to optimize and streamline the SARPs development process

through the adoption of Kaizen methodology, making procedures more efficient and transparent. This structured approach drives continuous improvement and ensures that each stage of SARPs development is clearly defined and measurable.

The Project leverages innovative AI tools. The development of *ICAO GPT*, an AI tool built on the ICAO corpus - including Annexes, guidance material, meeting minutes, and other aviation regulatory documents - enables automation and enhancement of compliance checks, improves data accuracy, and accelerates decision-making processes. This integration of AI supports the organization's commitment to modernization.

In 2025, the migration of Electronic Documents & Records Management System (EDRMS) data from SharePoint on-premise to SharePoint online reached completion, marking a significant step forward in ICAO's digital modernization efforts. This transition resulted in improved data accessibility, enhanced security, and greater integration with other cloud-based solutions. Additionally, the Project to replace the legacy State Letter System (SLS) with the cloud-based CRM platform advanced through its initial implementation phases. These initiatives have effectively reduced the number of disparate systems in use and streamlined existing processes, supporting increased operational efficiency and further aligning ICAO's infrastructure with industry best practices.

As part of the SARPs & DMS Project's ongoing modernization efforts, several advanced features are being implemented to further optimize document management across ICAO. A centralized document repository will ensure that all documents are stored in a single, organized system, providing consistency, proper version control, and easy access to one source of truth. Automated workflows will streamline approval and document management processes, saving time and reducing errors for personnel and stakeholders.

Enhanced search and retrieval capabilities, powered by AI and metadata tagging, will enable users to quickly and efficiently locate needed documents. Improved security and compliance measures, including robust permission controls and document classification, will safeguard sensitive information and ensure adherence to data retention standards. Additionally, seamless integration with other organizational systems will create a unified and efficient working environment.

In 2025, the CRM & Event Management System (EMS) Project advanced into a new phase, further strengthening ICAO's engagement with Member States, customers, donors, partners, and stakeholders. Building on the successful migration of the EMS to the cloud in 2024, the Project focused on expanding the CRM platform's capabilities to deliver a more comprehensive 360-degree view of stakeholder interactions and drive even greater engagement through integrated sales, marketing, and customer service functionalities.

Significant achievements include the full rollout of the CRM Sales & Business Development Module, which now supports end-to-end sales processes, from lead generation and pipeline management to contract finalization and post-sale support. The module's enhanced analytics

and reporting features have enabled ICAO to make more data-driven decisions and tailor outreach strategies to the diverse needs of its stakeholders.

Additionally, the event management component saw the introduction of advanced automation tools for event planning, registration, and follow-up, resulting in improved efficiency, scalability, and user experience for both ICAO staff and external participants. The CRM & EMS Project also integrated seamlessly with other core organizational systems, supporting unified data flows and improved collaboration across departments.

Building on these advancements, the CRM & EMS Project has introduced several key features to further enhance ICAO's engagement and operational capabilities:

- Data-driven decision-making through implementation of enhanced reporting and analytics tools for regional activities, supporting evidence-based planning and evaluation, and provision of real-time insights on Member State engagement, training participation, and technical assistance, empowering staff to monitor progress and address emerging needs efficiently.
- Better alignment of resources with regional needs through data-driven assessments and targeted interventions.
- Resource mobilization capabilities through an enhanced ability to track donor engagements and funding opportunities, supporting proactive outreach and stronger partnerships and the creation of a centralized database for regional Projects, funding proposals, and donor interactions, improving transparency and coordination across initiatives.
- Streamlined event registration and management through the integration of a unified registration system and enhanced support processes to ensure smooth organization and management of ICAO Regional Office hosted events and provision of options to connect with external event management tools, offering flexibility to accommodate various event formats and requirements.

Together, these enhancements position ICAO to deliver more coordinated, responsive, and effective services to its Member States and stakeholders, advancing its mission through digital innovation.

The Language Services Management System (LSMS) Project was completed early in the Transformational Objective lifecycle and is currently entering its third year of operation. It has resulted in new tools which increased automation and reduced manual intervention, streamlined various processes, providing significant efficiencies in operations, established a more efficient system for organizing, integrating, and managing translation, interpretation, editorial, text processing, printing, distribution, posting, and other associated services across ICAO and reduced processing time, improved service quality, and ensured alignment with UN standards.

The CPMR tool, which was launched early in 2023 and has been evolving throughout the Transformational Objective, has resulted in streamlined processes and automation capabilities

allowing for enhanced collaboration, improved scalability as well as better reporting, business intelligence and decision-making.

The Information Security (InfoSec) Transformation Output (TO4) delivered the successful implementation of the InfoSec Roadmap, including the deployment of the Business Continuity Plan for ICAO's Headquarters (HQ) and Regional Offices. This enterprise plan ensures that ICAO remains operational, providing essential services during unforeseen disruptions. The Organization has also taken important steps to identify potential vulnerabilities within computational resources and protect sensitive data.

The Governance, Risks & Compliance Project progressed immensely with significant work completed in preparation for the ISO 27.001 certification of the Information Security Management System (ISMS)—the best practice standard of information security governance. In 2025, ICAO was audited and certified, thereby achieving the final milestone in the Information Security Roadmap.

The Digital Transformation Pillar has achieved remarkable milestones, significantly enhancing the resilience and efficiency of ICAO's infrastructure, services, solutions, and networks. The successful completion of key Projects and the commencement of new initiatives underscore the Organization's commitment to continuous improvement and innovation.

[4.3 Operational Transformation \(TO5 & TO6\)](#)

During the Transformational Objective, ICAO consolidated and advanced its Operational Transformation agenda through the successful completion of several interlinked initiatives that strengthened financial management and focused on strategic organizational reform.

Under the Financial Management Transformation Output (TO5), ICAO successfully developed a new Cost Recovery Policy, which was approved by Council in November 2023, complementing the Results-Based Budgeting (RBB) work which progressed in 2024, including the implementation of the Quantum Budgeting Solution (QBS) through the ERP & PPM Project, representing a significant milestone.

Building on progress achieved in 2023 and 2024, the focus shifted from design and planning to operationalization and institutional embedding in the final year of the Transformational Objective lifecycle, reinforcing ICAO's capacity to function in a more coherent, transparent, and results-oriented manner.

In 2025, ICAO completed the second phase of the Cost Recovery initiative, establishing the essential framework and methodological foundations for a transparent and consistent application of cost recovery. Key deliverables included a Cost Recovery Framework, a standardized costing methodology aligned with UN practices, and an Administrative Instruction defining governance arrangements, roles, and procedures.

Together with the Cost Recovery Policy and the introduction of RBB under the Transformational Objective, these elements provide a solid basis for strengthened financial management, sustainability, improved accountability, and more informed resource allocation aligned with ICAO's Strategic Goals.

Significant progress was also achieved under the Strategic Organizational Reform Output (TO6), with the completion of several mutually reinforcing initiatives aimed at strengthening governance, accountability, and performance management across the Secretariat. A major milestone was the completion of the Results-Based Management (RBM) Project, which culminated in the establishment of ICAO's RBM Strategy and shaped the development and approval of the Business Plan 2026–2028, together with its Triennial Operating Plan (TOP) and Performance Monitoring Framework (PMF) following RBM principles. These instruments provide a coherent structure for translating strategic priorities into measurable results and for monitoring organizational performance, supported by guidance, training, and awareness activities that further embedded a results-oriented culture.

To support enhanced governance and accountability, ICAO's first Accountability Framework was approved by the Council in 2024, laying the groundwork for improved transparency and clearer roles and responsibilities. In 2025, the Accountability Framework Phase 2 Project was completed, focusing on operationalization and institutionalization. This delivered a strengthened Delegation of Authority (DOA) Framework, including an updated delegation matrix for the Secretariat, and reinforced management oversight through the establishment of the Senior Management Board (SMB) responsible for oversight of key corporate functions. These measures clarified roles, responsibilities, and decision-making authority, strengthened internal control and transparency, and advanced ICAO's accountability maturity in line with UN benchmarks.

Substantial progress was also achieved through the Implementation Support Business Model (ISBM) Project, which established a standardized and coherent framework for planning, prioritizing, and delivering implementation support Projects and activities. Enhancements included the strengthening of the Implementation Support Policy, development of core processes and procedures, issuance of quick reference guides, establishment of the Implementation Support Group (ISG), activation of ISG regional action teams, and the introduction of reporting tools and dashboards. Together, these measures improved transparency, consistency, coordination, and compliance with audit and policy requirements, while reinforcing institutional coherence across implementation support functions.

Progress in resource mobilization further contributed to ICAO's Operational Transformation and was closely integrated with the Organization's Digital Transformation efforts. Key deliverables included the development of an organization-wide Resource Mobilization Strategy and Operating Plan, as well as the establishment of a resource mobilization platform within the CRM platform. This platform enables systematic capture, tracking, and management of funding opportunities, donor engagement, and contributions across the Secretariat. The launch of the ICAO Global Appeal further strengthened coherence in donor outreach and visibility of funding priorities. Together, these elements provide a more strategic, coordinated, and transparent approach to mobilizing voluntary resources, now embedded within regular operations.

Innovation has been core, not only to the Transformational Objective, but across ICAO with the Innovation Project providing a catalyst for progress following the completion of the UNSCC independent assessment on innovation in 2023, and resulting in a new ICAO Innovation Policy.

Further progress was made with the preparation and Council approval of an updated ICAO policy on interaction with external parties and a due diligence framework, and associated Administrative Instructions, which strengthen ICAO's approach to partnerships, and facilitate the formulation and implementation of cooperative arrangements between ICAO and external parties in a manner that ensures the integrity and independence of ICAO.

Advancing gender equality and inclusiveness was an integral component of Operational Transformation, with increasing momentum gained after the successful ICAO Global Aviation Gender Summit held in Madrid in 2023. The Organization completed the Gender Equality Project, delivering the ICAO Gender Equality Implementation Plan 2026-2028 and a complementary Capacity Development Plan aligned with UN-SWAP 3.0. The expansion of the global network of Gender Focal Points, continued advocacy and outreach activities, and the development of guidance on gender analysis in aviation further strengthened institutional capacity. ICAO continued to demonstrate strong performance under UN-SWAP 2.0, meeting or exceeding eleven of the sixteen applicable indicators.

In addition, the ICAO Global Ambassadors Programme was launched in 2025, with Member States nominating Ambassadors and Champions to support outreach and advocacy. The Programme aims to expand ICAO's global visibility, promote awareness of aviation's socio-economic benefits, and encourage interest in aviation careers worldwide.

Taken together, the achievements realized under TO5 and TO6 mark a significant step in progressing Operational Transformation. Through strengthened financial management, embedded RBM and Enterprise Risk Management (ERM), reinforced accountability and governance arrangements, improved implementation support, enhanced resource mobilization, and sustained progress on gender equality, ICAO has advanced toward a more agile, transparent, and results-driven operating model. These reforms provide a coherent foundation for continued institutional improvement, ensuring that ICAO remains fit for purpose in an increasingly complex global environment.

[4.4 Cross-Cutting & Supporting Initiatives](#)

It was recognized upon establishing the Transformational Objective that to sustain and embed the change would require ongoing continuous improvement in the respective business areas. The Transformational Objective therefore had several cross-cutting and supporting initiatives contributing to its overall success.

The Chief Transformation Officer contributed significantly to the new ICAO Strategic Plan 2026-2050 development and ensured Secretariat improvement Programmes and Projects are included

in ICAO's long term strategic planning. Following the approval of the Strategic Plan 2026-2050, it is confirmed that these are now captured in the COI HPE, which will build on the achievements of the Transformational Objective.

In the 2023 Annual Report, ICAO confirmed that two additional core cross-cutting initiatives referenced in the ICAO Transformation Strategy - SOM and the EBPM Framework - would progress during the Transformational Objective lifecycle.

Furthermore, in September 2025, following analysis of the Fit for Purpose Organization Project recommendations, the SMB approved the establishment of the SPMO.

4.4.1 Strategic Organizational Model (SOM)

The SOM was developed during 2024, and with regular revision and iteration, it is now published for the Secretariat as an interactive platform on the ICAO Intranet. The SOM is a visual representation of how ICAO operates strategically and will continue to evolve under the SPMO.

The SOM provides the mechanism to coordinate core processes, aligning business and work processes of ICAO for ease of reference; and this will ensure functional alignment enabling effective implementation.

It is shown at three levels, which aligns people, systems, and processes, ensuring core operations and processes work from end to end. It complements, and will in time fully integrate with, the EBPM Framework.

Level 1 is shown in figure 11 for illustration.

Strategic Organizational Model Level 1

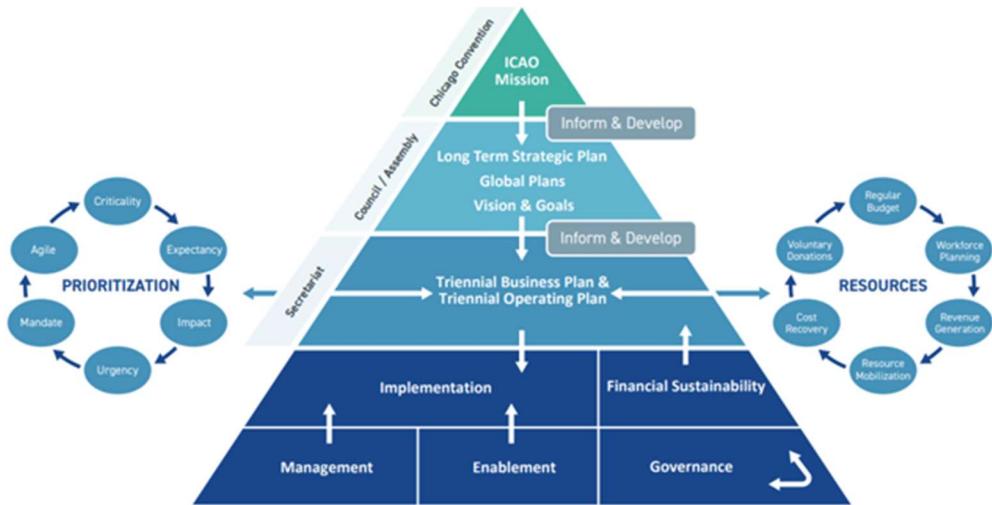


Figure 11

4.4.2 Enterprise Business Process Management (EBPM) Framework

The EBPM Framework's objective is to deliver a structure to conduct Business Process Management (BPM) within ICAO and to build internal capacity to enable teams to identify, maintain, standardize, measure, analyze and improve processes.

Initiated in January 2024, following approval for implementation in December 2023, the work was completed as shown in figure 12.

Enterprise Business Process Management Progress

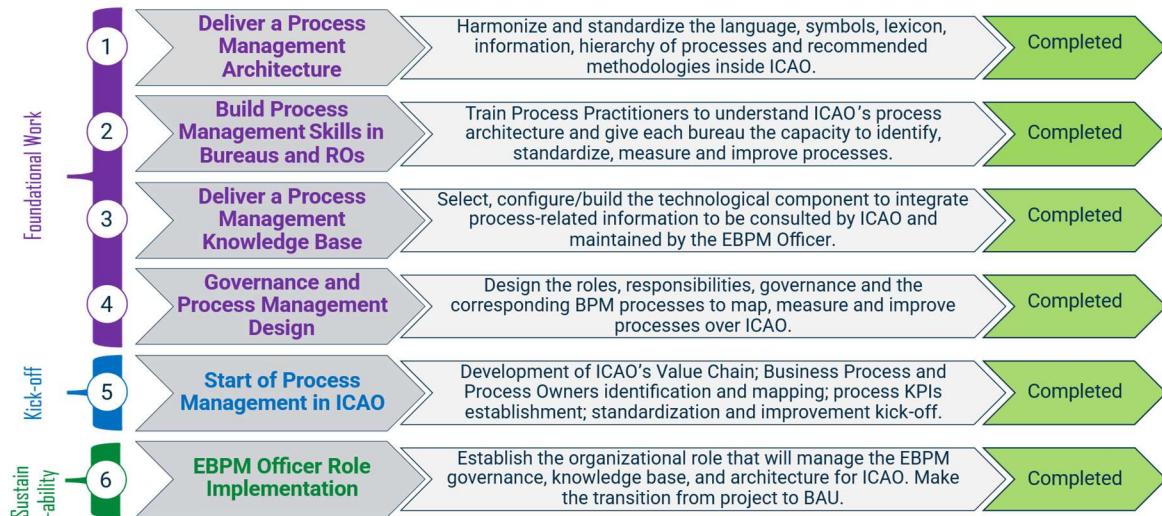


Figure 12

The first four milestones comprised of the foundational work needed to initiate process management for ICAO. Three of the milestones were delivered in 2024 and the other three were delivered in 2025.

EBPM in ICAO is now fully operational, consisting of one EBPM Officer, eighteen Process Practitioners, thirty Process Owners, and with its first Progress Plan approved by the SMB in September 2025, containing thirty-two actions divided into eight groups to be delivered within its first six-month cycle.

The benefits of an EBPM Framework are shown in figure 13.

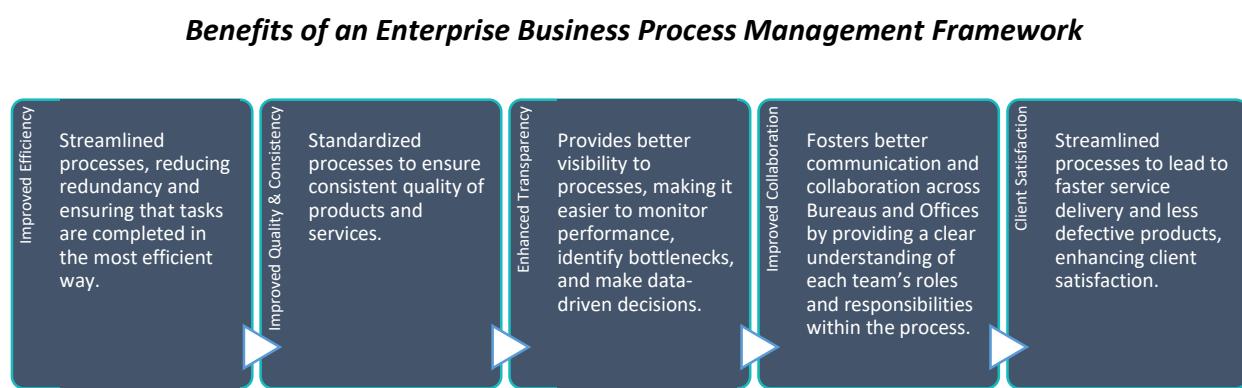


Figure 13

4.4.3 Strategic Portfolio Management Office (SPMO)

One of the key components to ensure ICAO realizes its Transformation Vision, is structuring the Organization to be fit for future. Among the major reforms ICAO introduced is the establishment of a SPMO. Situated in the Office of the Secretary General, the SPMO was established in December 2025, and operational as of January 2026. Its establishment represents a significant institutional reform aimed at strengthening ICAO's capacity to plan, prioritize, govern, and deliver its Programmes and Projects in a coherent, integrated, and effective manner.

The SPMO provides an integrated framework for strategic and business planning, portfolio governance, and Project management, ensuring alignment of initiatives across the Secretariat with the Strategic Plan, Business Plan, and TOP. Through standardized governance arrangements, harmonized methodologies, and clear decision-making pathways, the SPMO supports consistent prioritization, effective Project lifecycle management, and strengthens oversight, enabling evidence-based decision-making by Senior Management and governing bodies. It also promotes continuous organizational improvement through structured Portfolio and Project management practices, coordinated enterprise BPM, and enterprise-level Change Management.

By integrating Portfolio management, ERM, internal control, accountability, and performance oversight within a single institutional framework, the SPMO enhances transparency, coherence, and organizational effectiveness. It further strengthens ICAO's monitoring, reporting, and performance management capabilities, including the development of enterprise-level dashboards and consolidated reporting to support strategic oversight and accountability.

As a cornerstone of ICAO's Transformational Objective, the SPMO lays the foundation for sustained organizational improvement and institutional maturity, supporting ICAO in delivering its mandate in a more agile, accountable, and strategically aligned manner, and ensuring the Organization remains fit for purpose in an increasingly complex and dynamic aviation sector environment.

5. Measuring the Benefits

Realizing the benefits of the Transformational Objective in a measurable and effective way is essential to demonstrate success.

5.1 Delivering Benefits for Member States

Much of the focus of the ICAO Transformation Strategy was to improve the ICAO Secretariat to better deliver on its core mandate and provide enhanced services to Member States. The key benefits for Member States are stated in figure 14.



Figure 14

A selection of Projects which have specific and direct impacts on Member States:

- SARPs & DMS Project
- CRM & EMS Project
- LSMS Project
- Innovation Project
- ISBM Project
- Partnerships Project
- Gender Equality Project
- Culture Transformation Project
- RBM Project
- RBB Project

5.2 Outcomes & KPIs

The four Outcomes of the Transformational Objective, to support the One-ICAO approach to working, were committed at the start of the transformation journey, with corresponding KPIs as shown in figure 15 agreed thereafter.

Transformational Objective Outcome and KPIs



Figure 15

The status for each Outcome at the end of the Transformational Objective is measured through the associated KPIs is shown in figure 16.

Transformational Objective Outcome KPI Status

Outcome	KPI	Baseline 1/1/23	Actual 31/12/23	Actual 31/12/24	Actual 30/06/25	Actual 31/12/25	Target 31/12/25
Improved collaboration with partners and stakeholders	Accountability JIU Level 3	-	-	2	2	3	3
	Achieve Leaders status (top 40% of UN system entities) on the UN2.0 innovation map	Capability Gap	-	Leaders	Leaders	Leaders	Leaders
	10% efficiency enhancement in SARP Development	0%	0%	0%	0%	0%	10%
	83% Member States in active partnerships	78%	78%	80%	80%	80%	83%
Transformational shift in organizational culture.	Engagement 72%	67%	-	-	-	71%	72%
	Culture & Values 60%	55%	-	-	-	62%	60%
	Ethical Behaviour 60%	55%	-	-	-	69%	60%
	Senior Management 60%	55%	-	-	-	62%	60%
Enhanced efficiencies and effectiveness of internal operations	CMMI Level 2.5	1.7	3.38	4.25	4.25	4.25	2.5
	ICT Technological Maturity Level 4	2.2	2.36	2.36	2.36	3.29	4
	Risk Maturity Model Level 3	2	2	3	3	3	3
	RBM Maturity Level 3	2	-	2	3	3	3
Simplification of systems, processes and procedures	20% reduction in ICT applications	222	222	208	208	195	178
	80% Digitalization of Processes	34%	34%	45%	45%	65%	80%
	Enterprise Business Process Management Maturity	15%	15%	33%	38%	46%	40%
	Consolidation of 5% of role duplication/redundancy.	0%	0%	0%	0%	0%	5%

Figure 16

The status for each Output at the end of the Transformational Objective is measured through the associated KPIs is shown in figure 17.

Transformational Objective Output KPI Status

Output	KPI	Baseline 1/1/23	Actual 31/12/23	Actual 31/12/24	Actual 30/06/25	Actual 31/12/25	Target 31/12/25
TO1	Engagement 72%	67%	-	-	-	71%	72%
	Culture & Values 60%	55%	-	-	-	62%	60%
	Senior Management 60%	55%	-	-	-	62%	60%
	Career Development 58%	53%	-	-	-	58%	58%
TO2	95% of all ethics training courses completed by the due date	30%	82%	77%	77%	65%	95%
	Ethical Behaviour 60%	55%	-	-	-	69%	60%
TO3	10% efficiency enhancement in SARP Development	0%	0%	0%	0%	0%	10%
	90% of 18 identified Enterprise systems and platforms enhancements implemented and fully operational.	10%	48%	67%	84%	90%	90%
	Cloud adoption complete for 90% of all 94 identified ICT applications.	10%	48%	70%	80%	90%	90%
	20% reduction in ICT applications	222	222	208	208	195	178
	80% Digitalization of Processes	34%	34%	45%	45%	65%	80%
TO4	ICT Technological Maturity level 4	2.2	2.36	2.86	3.14	3.29	4
	2.5 CMMI maturity level achieved	1.7	3.38	4.25	4.25	4.25	2.5
	100% of ISO 27001 controls implemented	47%	71%	100%	100%	100%	100%
TO5	90% of TOP projects/activities costed by during the Zero-Based Budgeting - full Business Plan (ZBB-BP) costing exercise.	0%	0%	93%	93%	93%	90%
TO6	UN Risk Maturity Model (RMM) Level 3	2	2	3	3	3	3
	Achieve Leaders status (top 40% of UN system entities) on the UN2.0 innovation map	Capability Gap	-	Leaders	Leaders	Leaders	Leaders
	Accountability JIU Level 3	-	3	2	2	3	3
	Results Based Management Maturity Level 3	2	2	2	3	3	3
	83% Member States in active partnerships	78%	78%	80%	80%	80%	83%
	11 of 16 UN SWAP indicators achieved	7 of 16	9	9	11	11	11

Figure 17

5.3 Efficiency & Effectiveness Gains

In addition to KPI measures and Project benefits, for the Outcome *Enhanced efficiencies and effectiveness of internal operations*; there are also Organizational efficiency and effectiveness benefits. Many of these will be fully realized beyond the end of the Transformational Objective lifecycle emphasizing the lasting impact of the Transformational Objective Portfolio of work. They are highlighted here under each of the Transformation Outputs and summarized in figure 18.

Summary of Efficiency & Effectiveness Gains

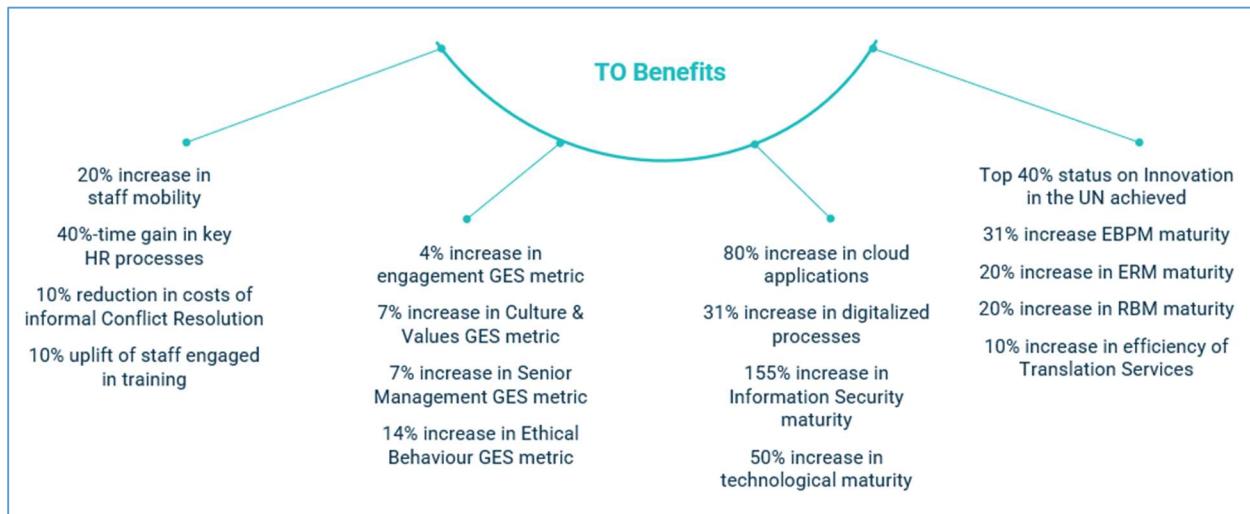


Figure 18

5.3.1 People & Culture Transformation (TO1 & TO2)

Through the implementation of the People First Strategy, HR leveraged the opportunity to embrace continuous improvement and simplify its processes and procedures by utilizing the new EBPM Kaizen methodology.

The Fit for Purpose Organization Project delivered significant recommendations which will provide additional efficiency enhancements as ICAO reviews its organizational design to ensure it is fit for purpose, and in doing so will remove duplication and realize synergies enhancing ways of working through enterprise portfolio management and effective workforce planning. The impact of the recommendations so far has reduced annual consultancy costs by c. CAD\$300K.

The embedding of the ICAO Principles and Values through the Ethical Enablement Project, to improve colleague experience, has already demonstrated a marked increase in colleague engagement evidenced by the 14% increase in the Ethical Behaviour metric measured in the 2025 Global Engagement Survey (GES). This in turn avoids future administration of justice costs through case reduction.

The improvements in conflict resolution through the appointment of the Ombudsperson, launch of the TWA network, and the transition to UNDT is expected to reduce the annual operational cost of conflict resolution by c. CAD\$1M.

5.3.2 Digital Transformation (TO3 & TO4)

The focus on modernization and enhancement of ICAO's digital capacity has already been seen through the increase of the ICT Technological Maturity Level. This, together with the targeted

reduction in ICT applications, will improve quality, efficiency and effectiveness by removing duplication, complemented by enhanced cloud adoption.

The implementation of the LSMS, the CPMR tool, and the ERP System all contribute significantly to savings in both staff time through increased automation and efficient processes, and cost reduction and cost savings due to system consolidation.

Overall, digitalization is expected to reduce triennial ICT consultancy costs by c. CAD\$1.M, with a further CAD\$1.M saved by selecting Microsoft dynamics as the single platform for CRM, EMS and CPMR. License costs have also reduced and the new LSMS has increased the average words per translator saving USD\$98K in outsourcing in the 2023-2025 triennium. Further efficiencies are also being maximized through ongoing consolidation of ICT platforms.

Strengthened information security demonstrated thought the achievement of the ISO27.001 ISMS certification results in a significant cost avoidance through enhanced operational resilience and cyber security. The Capability Maturity Model Integration (CMMI) target level was significantly exceeded.

5.3.3 Operational Transformation (TO5 & TO6)

Strengthened financial management and sustainability, including the application of results based budgeting and best practices in cost recovery, has delivered quality improvement in financial sustainability leading to cost savings, specifically regarding people costs.

Collectively, the focus on strengthened RBM, ERM and accountability, with enhanced resource mobilization efforts, partnerships, innovation and gender equality initiatives reduce the administrative burden and simplify processes for colleagues, thereby creating efficiency of internal operations and improved workforce planning; evidenced through improved JIU benchmarks and the Output KPIs.

5.3.4 Cross-Cutting

The EBPM Framework creates an annual plan that includes continuous improvement targets for processes to reduce lead time, save staff hours, reduce rework, failure rates, and achieve other general process quality improvements. The pilot improvement on the staff recruitment process completed in 2024 released more than 1,600 staff hours per year to be used in more meaningful work. The EBPM maturity has increased dramatically since the Framework was established and is now 46% against a baseline of 15% in 2023.

5.4 Monitoring & Reporting

The Transformational Objective, as a core element of the Business Plan 2023-2025, was monitored and reported as per ICAO's procedures in the CPMR tool. This enabled the

Transformational Objective status to be reported aligned with other elements of the Business Plan.

To enhance this further and building from the work done in the first year, the Transformational Objective Dashboard was enhanced in 2024, with reports and Key Performance Indicator (KPI) data to support the monitoring and oversight of the Transformational Objective Portfolio. The Transformational Objective Dashboard was available on the Council portal, ICAO Intranet and the ICAO public website, and will remain available for the foreseeable future as an archive reference of the Transformational Objective.

In addition, an automated report that provided the status of all Projects in each Transformation Pillar was available on demand with content updated in real-time. The report was used in the Transformation Pillars Programme Boards information pack provided monthly prior to each meeting, or distributed by email as applicable, as well as included in the monthly Portfolio update disseminated to the Transformational Objective community.

This concise overview of each Output and Project enabled the Portfolio dependencies, linkages and synergies to be managed more effectively across the Pillars. The Pillar Status Report was completed by individual Project Status Reports, dependency map and high-level implementation plan.

6. Structure, Approach & Governance

The Transformational Objective was delivered in a structured programmatic way with the Transformational Objective considered a Portfolio and each Transformation Output a Programme made up of contributory Projects.

The strategic functions of the Transformational Objective were delivered by the ICAO Transformation Team consisting of internal colleagues, secondees and consultants.

A cross functional ICAO Transformation Working Group, with specific teams as required, provided expert business partnering services and support. A Functional Unit Team provided a focal point in key Bureaus and Offices to support Projects with their requirements on Finance, Procurement, and Human Resources for example.

This structure is defined in figure 19, and reflects the updates made in 2025 to include continuous organizational improvement in preparation for the transition to the SPMO at the end of the 2023-2025 triennium.

Transformational Objective Working Structure

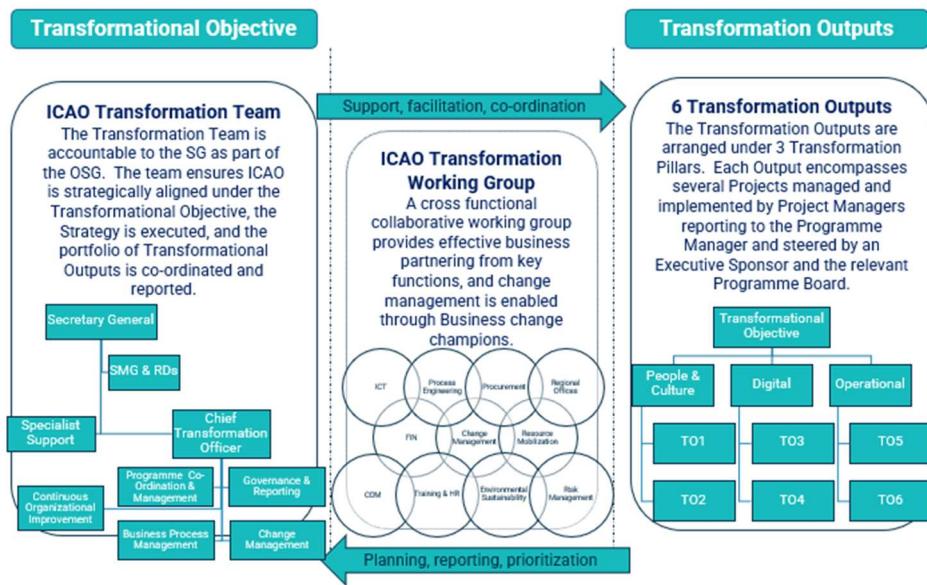


Figure 19

Aligned with the Business Plan 2023-2025, the Transformational Objective and associated Transformation Outputs adopted a RBM approach. Frameworks were designed to be flexible to allow practical and pragmatic application with synergies and efficiencies maximised across the Transformational Objective. Duplication was actively avoided with clear Project deliverables, synergies and KPIs defined to ensure achievement of desired results.

The governance for the implementation of the Transformational Objective was designed to leverage existing mechanisms. The Transformational Objective was set up as a Portfolio, with clear accountability and escalation routes, with the Secretary General holding ultimate accountability for the delivery of the Transformational Objective.

Transformational Objective Governance Structure

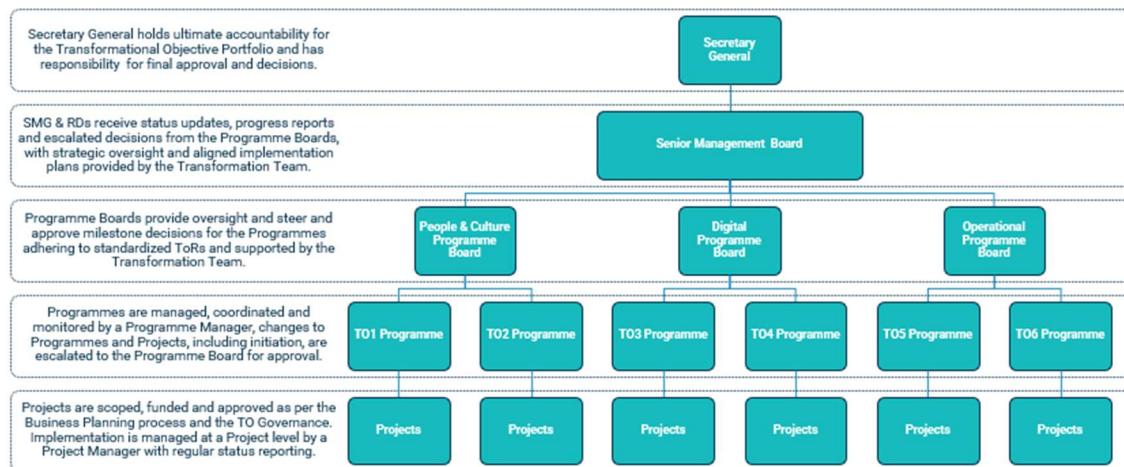


Figure 20

Each Transformation Output was a Programme with an Executive Sponsor accountable for ensuring effective implementation of the Programme. This role usually closely aligned with the Executive Sponsors' individual Director accountability, however, was not discreet.

Each Transformation Output was governed through one of three Transformation Pillar Programme Boards chaired by the Chief Transformation Officer; People & Culture Transformation (TO1 & TO2), Digital Transformation (TO3 & TO4), and Operational Transformation (TO5 & TO6). The Programme Boards met quarterly as a minimum, with additional meetings convened when interim decisions were required.

Each Transformation Output also had Business Sponsors. The Business Sponsors, selected from members of the Full Senior Management Group (FSMG) representing both HQ and Regional Offices, acted as the independent conscience of the Organization.

The governance model defined for the Transformational Objective was temporary governance applicable to the implementation of the Transformational Objective Portfolio for the 2023-2025 triennium; all core business delivered either as a Strategic Objective or as a Supporting Strategy, or an enabler to this work, was considered core business as usual work and, although dependencies were highlighted, existing governance structures for this work were utilized and remain unchanged.

The Transformational Objective was defined in the Business Plan 2023-2025 and supported by the TOP and Annual Work Plans (AWP) to define the specific deliverables and activities. These established working databases were updated as appropriate in line with the Transformational Objective governance structure and incorporating any changes.

The structure and approach served ICAO well during the Transformational Objective and delivered an enhanced level of accountability and oversight of the Transformational Objective Portfolio implementation. To complement the governance, terms of references, tools and templates were established and launched together with a Programme and Project Managers Handbook documenting the operational processes.

There were some notable challenges, ranging from the capacity of Output and Project Executive Sponsors, to the capability in Project Teams, and this has continued throughout the Transformational Objective lifecycle. The Transformation Team adopted an enhanced partnering role to the Programmes and Projects to accelerate progress as required in response to this challenge. The governance remained steadfast, however the application of it was adapted to be more agile and pragmatic to deliver quicker results.

7. Projects Prioritization

7.1 The Requirement for Project Prioritization

At the establishment of the Transformational Objective, all Transformational Objective Programmes and Projects were given a category A priority (highest priority status) in the TOP 2023-2025. This priority status for all Transformational Objective Programmes and Projects was cemented through the Transformational Objective being one of the Priority Focus Areas (PFAs) agreed by the Council in 2024.

Given the limitation on available resources for the implementation of all Transformational Objective Projects, a funding prioritization approach was established, documented as a workflow, and was applied at regular intervals during the Transformational Objective lifecycle. This approach was designed to enable effective decision-making when multiple requests for Project funding and resources were required at the same time from the budget available.

The experience gained in the first year of the Transformational Objective indicated that although this approach worked effectively in a reactive manner, a more proactive approach was required moving forward. It was evident at the end of 2023 that there would be a funding gap to implement all the Transformational Objective Projects, and so it was essential to ensure resources were applied to the most important and urgent Projects to achieve the Transformational Objective Outcomes.

The Transformation Strategy articulated that Transformational Objective Projects would defer to the ICAO Prioritization methodology to be defined as a deliverable of the RBM Project. An ICAO Prioritization methodology was defined and applied to the Business Plan 2026-2028, however an interim and bespoke methodology was required for the Transformational Objective earlier and, as indicated in the 2023 Annual Report, was therefore established and applied for Transformational Objective Projects in early 2024.

7.2 Methodology & Application

A simple and pragmatic methodology was created, accounting for the limited application and the timeline of the Transformational Objective lifecycle.

The methodology focused on partially funded and unfunded Projects, and each of these Projects was subject to a minimum viable product (MVP) Project review, which aimed to establish the key deliverables required. In doing so, some Projects and Project deliverables were de-scoped from the Transformational Objective, enabling Projects to move to the fully funded category.

All de-scoped deliverables and some de-scoped Projects have been captured under the COI Programme for prioritization, resourcing and implementation in the Business Plan 2026-2028.

De-scoped Projects were the People First Kaizens Project, Employee Engagement Project and the ERM Platform Project.

A reduction in scope was also applied to some partially funded Projects to enable completion under the Transformational Objective within the allocated funding, with de-scoped activities also captured for the 2026-2028 triennium under the COI Programme.

Remaining partially funded and unfunded Projects were then prioritized based on binary scoring of three criteria:

- **Criticality** – Project is critical; it is core to the Transformational Objective, has several linked dependencies and without implementation the Transformational Objective cannot meet its intended Outcomes. *Assessed by Transformation Team*
- **Expectancy** – Project is expected; due to expectations or steer from Council, Secretary General or Staff to implement Project under the Transformational Objective, and/or Project is at least partially funded by a voluntary contribution from a Donor (funding or secondee). *Assessed by Secretary General*
- **Viability** – Project is highly viable; it is reasonable to assume funding and resources can be allocated and the Project can be fully implemented by the end of the triennium. *Assessed by the corresponding Output Executive Sponsor*

The Transformational Objective Prioritization methodology was agile and was applied as required at appropriate intervals during the Transformational Objective lifecycle.

8. Change Management, Communication & Engagement

Adopting and embedding effective Change Management was an important part of the successful implementation of the Transformational Objective, and crucial for the changes to be embedded and deliver sustained results.

The PROSCI method was chosen as a simple and pragmatic approach to Change Management to be adopted by ICAO for the Transformational Objective, focused on colleague engagement, training, and adoption of new ways of working with a light and flexible approach encouraged.

It was adapted to meet ICAO's requirements, with the implementation of a Change Management Framework, training and tools for all Transformational Objective Programmes and Projects.

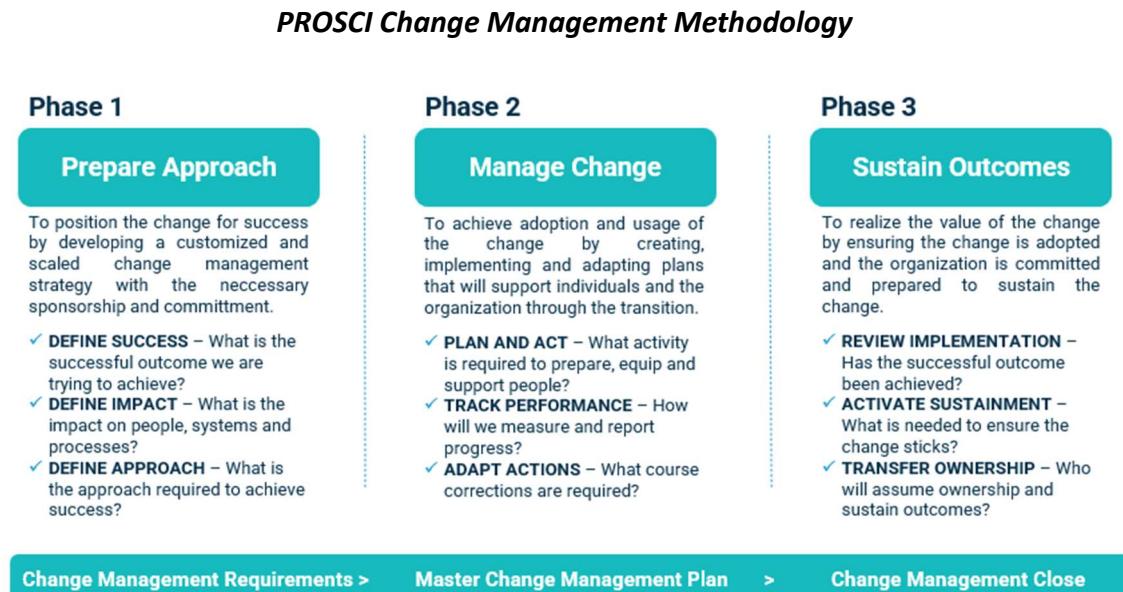


Figure 21

Change Management capacity and capability in the Transformational Objective increased through the appointment of a Change Management Lead ensuring ICAO had the expertise to implement the entirety of the Transformational Objective through effective Change Management. This was supplemented with a Change Manager appointed for the ERP & PPM and SARPs & DMS Projects.

Change Management remains a critical enabler of ICAO's COI beyond 2025, with organizational capability and capacity ever increasing.

Building on the foundations established in previous years, the final year of the Transformational Objective specifically marked significant progress in both methodology and practice. The enhanced ICAO Change Management Framework was finalized and will serve as a comprehensive

guide for all Secretariat change. Supporting materials and tools were further refined to align with Transformational Objective lessons learned.

A major milestone in 2025 was the successful go live of the new Quantum ERP system. This achievement required extensive engagement and training across diverse user groups, demonstrating the tangible impact of structured Change Management practices. The experience highlighted the importance of proactive planning and stakeholder involvement, and it served as a valuable example of how Change Management can make a measurable difference in complex initiatives.

Staff engagement remains a priority with formats such as the regular People First Strategy Roundtables and staff Town Halls further enhanced to foster open dialogue and inclusivity. These forums provided colleagues with opportunities to share feedback, ask questions, and actively participate in shaping change initiatives. The Transformational Objective Snapshot newsletter continued to grow its audience as the Transformational Objective progressed, while the ICAO Secretariat intranet site and Viva Engage posts were continually enhanced to provide timely updates and resources. Engagement with Senior Management was a Transformational Objective constant through quarterly FSMG meetings and monthly reports to the SMB.

Capacity building was a specific focus in 2025. New training programmes were introduced to equip leaders and teams with the skills needed to navigate change effectively. A dedicated course for People Managers was launched to strengthen their ability to guide teams through transitions, while in-house training for Project Managers was developed to embed Change Management principles into Project delivery. Both training programmes are scheduled to continue and expand in 2026, ensuring sustained capability development across the organization.

The integration of Change Management practices into Projects has continued to mature, with more initiatives incorporating dedicated plans as a standard component. Consultative workshops and tailored resources were made available to support Project Teams, ensuring consistency and clarity across all Pillars of the Transformational Objective throughout the lifecycle.

As part of the Transformational Objective, ICAO maintained its commitment to collaboration and best practice by actively participating in the UNSSC United Nations Lab for Organizational Change and Knowledge (UNLOCK) network, fostering peer exchange and learning from other UN agencies. Regular engagement with the ICAO Staff Association Executive Committee reinforced the importance of collaboration and staff engagement.

Looking ahead, ICAO will continue to build on these achievements in the future, with a focus on ERP stabilization, expanding training programmes, and embedding the Change Management Framework across all Secretariat initiatives, to ensure lasting impact.

9. UN 2.0 & UN80

In response to the UN 2.0 initiative, an impact assessment of the Transformational Objective was undertaken in 2023 to better understand alignment and congruence between the Transformational Objective and UN 2.0; specifically, to identify how the Transformational Objective Portfolio of work would leverage on and contribute to the UN 2.0 ambition and resources.

It was concluded that there was no requirement to re-scope the Transformational Objective work following this assessment, nor would the Transformational Objective fully deliver any specific element of UN 2.0. However, there are recognized synergies, and so this impact assessment serves as a reference for future consideration to ensure ICAO maximizes synergies, opportunities and efficiency when planning the strategy and associated actions as required under the UN 2.0 Action Plan, recognizing that the Transformational Objective contributed significantly in all areas, except Behavioural Science.

Upon the launch of the UN80 initiative, which builds on UN 2.0, ICAO considered the impact of the Transformational Objective Portfolio more broadly, with many ICAO Transformational Objective efficiencies already evident and aligned with UN80.

ICAO has nominated focal points and participates in UN2.0 and UN80 initiatives, and these engagements are contributing to the 2026-2028 COI Strategy.

It is noteworthy that the three UN80 initiative workstreams for the UN system were implemented by ICAO earlier, namely the Transformational Objective for organizational efficiencies, the mandate review and prioritization for the ICAO Strategic Plan 2026-2050 and Business Plan 2026-2028, and the organizational alignment as recommended by the Fit for Purpose Organization Project.

10. Funding Status

The Assembly approved Regular Budget for the 2023-2025 triennium allocated CAD\$18M to the Transformational Objective, which presented a significant funding gap based on an estimated total cost for the TO of CAD\$54M in December 2023. This resulted in the requirement for a significant supplement from extra-budgetary funding.

The Transformational Objective was eventually funded by a combination of funding sources including the regular budget, voluntary contributions from States, ARGF reserve, AOSC efficiency and effectiveness Fund, Operational/Special Reserve approved by the Council, and unutilized regular budget (carry over) funds authorized by the Secretary General.

Figures 22 and 23 below show the total budget estimated against available funds and actual expenditure at the end of 2025; overall Projects have spent less than estimated and below the level of available funds.

The Transformational Objective total estimated cost ceiling was frozen at CAD \$54M on 1 January 2024. As the Projects progressed, they refined their cost needs, and through diligent management, key Project components were delivered and the total expenditure was CAD \$32.2M. This significant reduction from original Projections also greatly mitigated the initial key high risk of a funding gap for the implementation of the Transformational Objective.

Total TO Project Required Funds vs. Available Funds vs. Spent Funds (December 2025)

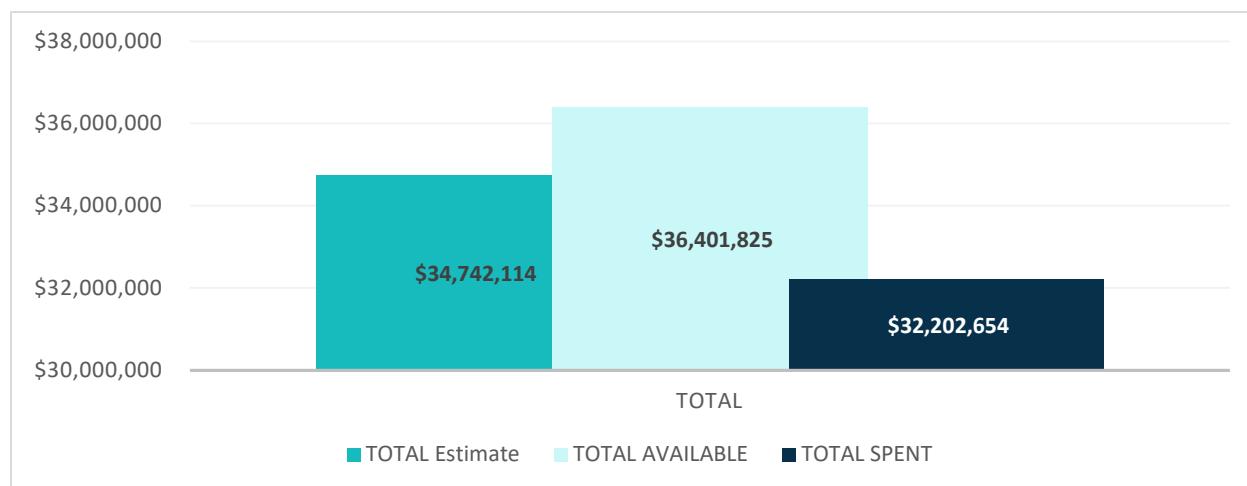


Figure 22

Total Output Required Funds vs. Available Funds vs. Spent Funds

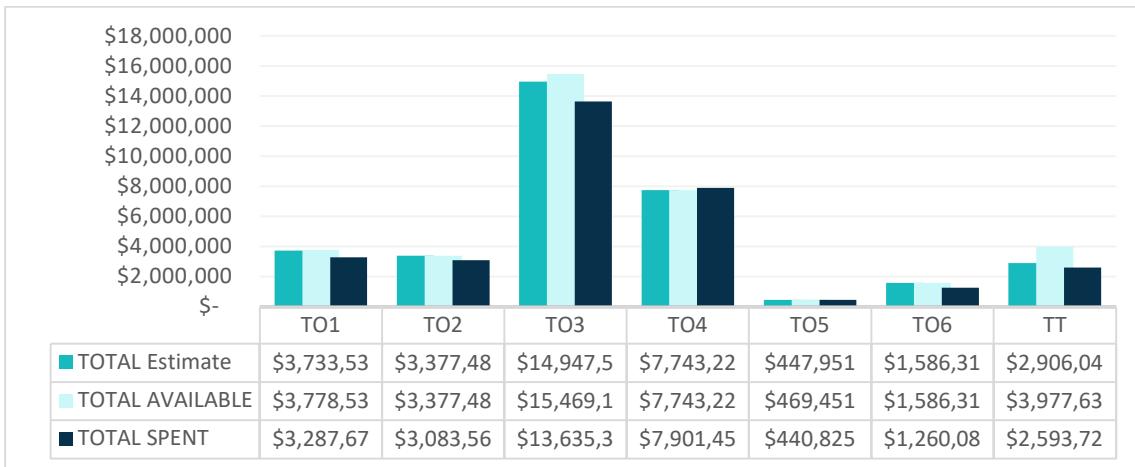


Figure 23

The following assumptions should be noted in reference to figures 22 and 23:

- Includes Human Capital Management Project (Inspira) costs since 2020.
- Includes Information Security costs since 2021.
- All other Transformation Objective costs are since 2022/2023.
- Includes Regular Budget funded staff costs for TO2, TO3 and Transformation Team costs.
- Includes 2020-2022 triennium budgets associated with Transformational Objective Projects (e.g. TO4 Projects, LSMS, HCM, RBM, Ethical Enablement), which started before the 2023-2025 triennium, establishing the Transformation Team, and preparing for the Transformational Objective implementation in the 2023-2025 triennium.

Voluntary contributions shown in figure 24 were made by Member States, for which ICAO is very grateful.

Summary of Voluntary Contributions to the Transformational Objective

Member State	Earmarking	Amount (CAD)	Available (less 7%)	Allocated
Austria	Transformational Objective	\$43,777	\$40,713	\$40,713 (Business Process Management Tools)
Canada	Gender Equality	\$30,000	\$27,900	\$27,900 (Gender Equality Project)
Kazakhstan	Transformational Objective	\$139,000	\$129,270	\$129,270 (Continuous Organizational Improvement)
Malaysia	Gender Equality	\$27,690	\$25,752	\$25,752 (Gender Equality Project)
Nigeria	Gender Equality	\$27,690	\$25,752	\$25,752 (Gender Equality Project)
NORDICAO	OSG TT Change Management	\$100,000	\$93,000	\$93,000 (Change Management Lead)
Qatar	Transformational Objective	\$133,358	\$124,023	\$124,023 (Gender Equality Project)
Republic of Korea	Digital Transformation	\$600,000	\$558,000	\$372,000 (Service Management) \$186,000 (SPMO Tools)
Singapore	Transformational Objective	\$100,000	\$93,000	\$93,000 (Fit For Purpose Organization Project)
United Kingdom	OSG Transformation/SPMO Team & People Strategy Implementation & Gender Equality	\$1,554,034	\$1,445,252	\$102,000 (Transformation Advisor) \$300,000 (Culture Transformation Project) \$200,000 (Leadership Development Project) \$486,980 (Gender Equality Project) \$356,272 (SPMO Personnel)

Figure 24

During the 2023-2025 triennium, the Transformational Objective also benefitted from the valuable support of secondments from Brazil, Canada and the United States for the Transformation Team, Gender Equality Project and SARPs & DMS Project, respectively.

11. Risk Management

The Transformation Team assumed responsibility for coordinating and monitoring risk management for the Transformational Objective.

A risk register, aligned with ICAO's ERM and Internal Control Framework was created to manage risks at Portfolio, Programme and Project levels with updates on high risks at a Portfolio level provided regularly to the Secretary General and the SMB.

Every Programme and Project was also required to manage and mitigate risks via the risk register with updates provided at the Programme Boards. A total of two-hundred and sixty-five risks have been mitigated and closed during the Transformational Objective.

Standardized actions and decisions logs were also managed to provide effective audit and control across the Portfolio.

12. OIO Assessment & EAAC Reviews

The Office of Internal Oversight (OIO) completed a Mid-term Assessment of the implementation of Transformational Objective in March 2024 with the final report highlighting the achievements made in governance, agility, Project Management capabilities, capacity development, ERM application, tools development, Change Management and self-assessment. The report documented six conclusions, upon which a Management Action Plan was agreed and completed during the Transformational Objective lifecycle. OIO also completed specific assessments of several Transformational Objective Projects.

During the 2023-2025 triennium, the Evaluation and Audit Advisory Committee (EAAC) reviewed the Transformational Objective Portfolio implementation in all its meetings. Executive Sponsors also met with the EAAC on specific Transformation Output Programmes and Projects.

In addition to the good results reported by the OIO assessment, there was positive feedback from EAAC, both on the approaches adopted and regarding the agility of the Transformation Team to apply lessons learned, evolve, and refine ways of working. The EAAC appreciated the positive findings made by OIO in its Mid-term Assessment.

In the Secretariat Action Plan to implement the recommendations of the EAAC for the period 2021-2022, the EAAC had made the recommendation shown in figure 25.

The EAAC Recommendation

EAAC is concerned about the significant number of organizational change Projects and the impact on capacity and encourages ICAO to ensure prioritization and prudence in the delivery of the transformation, with clear Project milestones, cost control and Project oversight by a team dedicated to Programme and Project oversight and control.

Figure 25

This recommendation was addressed by the Transformation Team and subsequently closed by EAAC in 2024. The ICAO Transformation Team in the Office of the Secretary General was by then well established and effective under the guidance and management of the Secretary General and Chief Transformation Officer. Through both the published 2023 and 2024 Annual Reports and the 2024 OIO Assessment it is evidenced that the Transformational Objective would continue to evolve and adapt to enable effective implementation, and through the Transformation Pillar Programme Boards and SMB roles in the Transformational Objective governance, and regular FSMG engagement, adequate oversight and steer was in place.

A Transformational Objective Project Prioritization methodology had been established and was applied in May 2024 leading to some de-scoping, Project enhancements, and a significant

reduction in the funding gap. This deferred some of the planned work to the 2026-2028 triennium enabling effective management of the workload and mitigating the risks captured in the recommendation regarding capacity and resources.

To complement OIO and the EAAC, the external auditors SFAO have also undertaken performance audits on various Secretariat operations and initiatives related to the Transformational Objective, including:

- Implementation of the ICT Strategy and Action Plan 2022-2025
- New ERP System implementation
- Consultants at ICAO Headquarters
- Safety and Security Oversight Audit Programmes

The Transformation Team has benefitted from the EAAC, OIO and the external auditor inputs on various elements at Portfolio, Programme and Project levels.

Overarching lessons learned from the TO and relevant recommendations from the OIO, SFAO and EAAC, have supported the decision to establish the new SPMO in ICAO.

13. Lessons Learned

During the course of the Transformational Objective, there were several lessons learned. Some lessons enabled ongoing improvements to the implementation of the Transformational Objective, and several were gathered to ensure effective establishment and transition to the SPMO at the end of the Transformational Objective lifecycle.

13.1.1 Programme & Project Management Capacity & Capability

The insufficient Programme and Project Management capacity and capability in ICAO, and the absence of centralised guidance and support and a standardised approach and methodology, has proven a challenge for the Transformational Objective. At a Portfolio level, there was a dependency on external expertise recruited as consultants for the Transformational Objective lifecycle. At Programme and Project levels, it was challenging to secure sufficient proficient resources to manage the Projects effectively, with many Project Managers responsibilities overlapping with their core work, and inadequate professional change and leadership capability.

Support tools such as the Programme and Project Managers Handbook, Project planning and Change Management training have been provided by the Transformation Team, however there were inconsistencies in Project Management expectations set by the Output and Project Executive Sponsors, leading to gaps in effective planning specifically, and the capacity to effectively balance responsibilities.

The Transformation Team have tackled each of these elements and significant improvements have been made, including assuming Programme Manager roles for two of the three Transformation Pillars. However, to effectively manage Programmes and Projects in the future for ICAO, enhanced and aligned expectations, training and support are required together with consistency of approach. This was reiterated by OIO in the 2025 ICAO Project Lifecycle Assessment, and the issues are being addressed by the newly established SPMO.

13.1.2 Project Planning & Delivery

Gaps in Project Management capability led to some gaps in effective Project planning and robust business cases. Also, several Projects commenced before the Transformational Objective with little review of Project planning or the requirement for a business case. This was identified early in the Transformational Objective journey; a business case template was developed and Programme Boards held responsibility for review and approval of business cases and any subsequent material changes in Project scope, timeline and budget.

Some Projects were not true change Projects and were simply business as usual improvements or enhancements, for which the Transformational Objective governance was too heavy. Project scope definition is key as insufficient clarity can lead to inadequate accountability. It is also important to ensure clear milestones, deliverables, resources, KPIs, risk mitigation, benefits and efficiency gains for each Project. This is a key lesson for the SPMO to take forward when initiating

a new Project with an approval mechanism and stage-gating in place ensuring only Projects which provide significant benefits to ICAO, and deliver a change, are initiated.

ICAO does not have a single platform for portfolio Project management, which creates challenges in managing and reporting Project progress consistently and effectively. This was not a new challenge for the Transformational Objective, however, given the size of the Portfolio, it cemented the need for this and highlighted the significant manual effort required without the sufficient tools in place.

13.1.3 Effective Governance

A relatively simple and pragmatic governance structure worked well for the Transformational Objective, however embedding this fully remained a challenge throughout the Transformational Objective lifecycle, with occasional lapses in application observed.

There was some conflict for Output and Project Executive Sponsors' assumed level of authority with a culture of accountability not fully embedded. There remains a default to hierarchical decision-making rather than deferring to the correct governance mechanism action, with instances of individual actors taking decisions outside their authority. None of the breaches experienced caused a negative impact to the Transformational Objective implementation, nor was there widespread deliberate disregard for the governance. The level of intervention from the Chief Transformation Officer to ensure the Programmes adhered to the governance has been beyond expectations, albeit steady improvement was evident during the three years.

Beyond the Transformational Objective, and upon full implementation of the Accountability Framework and establishment of the governance framework, there will be further enhancement with centralized monitoring of adherence through the SPMO.

13.1.4 Project Prioritization

To effectively manage the Portfolio, it became apparent very quickly that Project prioritization was required. This was key for several reasons; the funding gap was too large for ICAO to have confidence it could adequately resource all planned activity; the impacts of business as usual and ICAO operations resulted in some Project delays; lack of Project management capability led to poor Project and resource planning in some instances.

In addition, the Council, the EAAC, OIO and external auditors insisted the prioritization of Projects was essential to communicate the rationale and justification for the decisions taken in terms of Project funding allocation and implementation. The Transformational Objective established a Prioritization methodology, and institutionalizing the enterprise-wide Prioritization methodology is essential for effective Project and workload management in the future.

13.1.5 Finance & Funding

The funding for the Transformational Objective was set up using existing budget appropriation, allocation and transfer mechanisms, and was secured from multiple funding sources confirmed at different times in an incremental manner. This created the need for significant manual effort for financial planning and reporting, and the coordination with several allotment holders of the various budgets utilized for Transformational Objective funds. For Portfolio management to be effective, and to ensure good budget planning and allocation, centralized budget management is essential. This also enables transparent governance, accountability and budget reporting.

The Transformational Objective benefited from access to various budget sources and flexibility to transfer between funds. Supported by good governance and planning, the Project Teams demonstrated readiness to take advantage of funds available and to support resource mobilization efforts leading to strong voluntary contributions in particular.

13.1.6 Change Management

The importance of good Change Management was identified at the start of the Transformational Objective and specific resources were assigned to this, albeit these were secured too late due to the absence of this expertise internally in ICAO, constraints in securing budget to contract external support, and challenges experienced in attracting and recruiting expert consultants with the required qualifications and experience.

Embedding good Change Management practises at a Programme and Project level is an ongoing effort, and proactively managing change fatigue is an essential part of this. Coordinated Change Management at every level has worked well, and moving forward a concentrated effort in this area must continue. The SPMO has incorporated Change Management within its functions to support the whole organization moving forward.

13.1.7 Sustaining the Benefits

The effectiveness of the Transformational Objective will be measured beyond the implementation lifecycle, and so ensuring mechanisms are in place to sustain the benefits achieved is important to articulate and manage effectively. At Project closure, relevant handovers to business units were completed and continued measurement of achievement of KPIs was reported until the end of the Transformational Objective lifecycle. To sustain the benefits fully however, accountability for management, continuous improvement and reporting should sit with the relevant business units and individuals as an element of their annual objectives.

13.1.8 Leadership Support & Advocacy

A significant contribution to the success of the Transformational Objective was leadership support and advocacy. The Secretary General's leadership, engagement and communications were paramount to ensuring the vision and roadmap were articulated clearly and consistently enabling a deep level of understanding. This transcended the Secretariat, with the President and Council also consistently supporting the work and direction which in turn led to increased support from Member States.

Creating the Transformation Team within the Office of the Secretary General (OSG), appointing the Chief Transformation Officer as a direct report to the Secretary General and centralizing portfolio management and governance led by OSG enhanced this support even further whilst demonstrating clear accountability for the success of the Transformational Objective.

13.1.9 Transformation Expertise

ICAO recognized before commencing the Transformation Objective that specialist transformation expertise was required and this was externally recruited to support existing ICAO personnel. This included transformation expertise to advise and guide senior leadership to develop the vision and strategy together with expertise in delivering organizational change in a programmatic manner. Where further expertise was required, ICAO procured specialist consultancy services. This approach worked well for ICAO to maximize existing Secretariat knowledge and skill complemented with specific specialist expertise as required.

The Transformation Team was established in 2022 in readiness for the Transformational Objective with the team evolving and adapting as required. The flexibility of the Transformation Team was a success of the Transformational Objective with a strong lesson for ICAO to build flexible and agile roles to be able to react quicker to changing priorities and needs.

14. 2026 and Beyond

In the 233rd session of the Council, ICAO's Strategic Plan 2026-2050 was approved. In this key document, ICAO's Vision, Mission, Values, and Strategic Goals are presented for the next 25 years.

The Strategic Plan 2026-2050 also introduced HPEs to support the Organization achieve its Mission. These enablers are critical cross-cutting factors that underpin the successful implementation of the Strategic Goals, and ensure that the benefits of aviation are realized across all strategic areas. The HPEs focus on key areas which are essential for addressing the complex challenges facing the aviation industry. By prioritizing these enablers and integrating them into the implementation of the Strategic Goals, ICAO aims to create a more resilient, sustainable, and inclusive international civil aviation system.

Among the HPEs, is the ICAO COI Output and Programme, which is focused on enhancing organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the Strategic Goals, including HR management, digitalization, financial management, multilingualism, governance and accountability, and business operations and process management.

The COI HPE will be managed as a Programme, with various initiatives under COI implemented as Projects. The COI will be the legacy of the Transformational Objective and will continue to oversee the execution of Projects that are designed to achieve the Transformation Vision, and ensure ICAO continues to be fit for future and aligned with the Strategic Plan 2026-2050.

The COI will be managed by the SPMO, where responsibility will also sit to monitor the ongoing effectiveness, sustained benefits and KPIs of the closed Transformational Objective Projects.

15. Reference Documents

The Transformational Objective Final Report is complemented and aligned with several Transformational Objective documents and materials:

- ICAO Transformation Secretariat Strategy
- ICAO Business Plan 2023-2025
- Triennial Operating Plan 2023-2025
- Performance Monitoring Framework
- Transformational Objective Dashboard
- Transformational Objective Projects Summary
- ICAO Public Website Transformational Objective page
- ICAO People Strategy 2023-2025
- ICT Strategy and Action Plan 2022-2025
- ICAO Secretariat Strategy on Innovation 2022
- Information Security Strategy and Implementation Roadmap
- Resource Mobilization Strategy of Voluntary Contributions
- ICAO Policy on Interactions with External Parties
- ICAO Cost Recovery Policy
- ICAO Innovation Policy
- ICAO Accountability Framework
- ICAO Results Based Management Strategy
- ICAO Strategic Plan 2026-2050
- ICAO Business Plan 2026-2028
- Transformational Objective 2023 Annual Report
- Transformational Objective 2024 Annual Report
- SOM
- EBPM Process Management Architecture
- EBPM Administrative Instruction
- 2026-2028 Continuous Organizational Improvement Strategy
- SPMO Terms of Reference