2026–2028

Continuous Organizational Improvement (COI) Programme

High Priority Enabler

Strategic Portfolio Management Office (SPMO)
Office of the Secretary General (OSG)
April 2026

ICAO

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Foreword by the ICAO Secretary General

As 2025 concluded, we marked the completion of the Transformational Objective. This groundwork was essential to modernize ICAO, and the focus on transformation and impressive achievements has provided the catalyst for ICAO to adopt a culture of continuous organizational improvement.

The Transformational Objective Vision remains, and 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. In this regard, the continued focus on improvement is essential to maintain momentum.

In the Strategic Plan 2026–2050, we have included the Continuous Organizational Improvement (COI) High Priority Enabler (HPE), a Programme which will ensure ICAO continues to evolve and build on its solid foundations to ensure the Organization remains agile and future ready.

The 2026–2028 Continuous Organizational Improvement (COI) Programme captures the culmination of all ICAO's planned improvement initiatives as detailed in the ICAO Business Plan 2026–2028 Triennial Operating Plan. I remain committed to leading the ICAO Secretariat with these initiatives as we continue to evolve ICAO into a modern, digital, adaptive, and collaborative organization demonstrating operational excellence.

Despite the Assembly approved Regular Budget not allocating funds to the COI programme, the Organization invites voluntary contributions from Member States in the form of funds and secondees to implement the projects identified under each thematic strategy, as included in the ICAO Global Appeal 2026-2028.

I also welcome input, suggestions and feedback from Secretariat colleagues to continually improve our Organization and invite you to write to me at ourICAO@icao.int.

Juan Carlos Salazar
Secretary General

Introduction

The Continuous Organizational Improvement (COI) High Priority Enabler (HPE) will focus on enhancing organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the strategic goals, including Human Resource Management, Digitalization, Financial Management, Multilingualism, Governance and Accountability, and Business Operations and process management.

The programme will deliver several projects during the triennium, prioritizing the available resources to maximize efficiency gains and strive for operational excellence. The projects identified are captured and referenced throughout this document as included in the appendices; each of these projects requires scoping, planning, prioritization, resource allocation, and funding to initiate and will therefore be implemented at different stages of the triennium.

In addition, the programme will advance and embed a series of activities throughout ICAO's Bureaus and Offices to continue the work started under the Transformational Objective, which was completed in the 2023–2025 triennium. This is core ongoing work advancing the Supporting Enabler work of the ICAO Bureaus and Offices.

An objective of the COI Programme is to strengthen ICAO's Strategic Organizational Model (SOM) with the prioritization of projects, naturally highlighting those initiatives which will deliver more efficient and coherent ways of working.

Strategic Organizational Model Level 1



Figure 1

The SOM is a visual representation of how ICAO operates strategically and is available for the Secretariat as an interactive platform on the ICAO Intranet. It 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 1 for illustration.

By improving ICAO's working mechanisms, the SOM links are enhanced and streamlined, and ICAO's foundations are reinforced. This is particularly true of the financial sustainability project through the implementation of enhanced funding models, cost accounting, and cost recovery policy. The Quantum Enterprise Resource Planning (ERP) evolution, Enterprise Business Process Management (EBPM) evolution, and Organizational Alignment projects also contribute significantly to ensuring ICAO is fit for purpose.

A second objective of the COI Programme is to sustain and build upon the work of the Transformational Objective (TO) completed in 2025. In particular, the continuation of the Standards and Recommended Practices (SARPs)/Document Management System (DMS) Project and Customer Relationship Management (CRM) Project will further enhance ICAO's operations. Further evolutions will also be seen with the next phase of the Culture Transformation Project and several digital and information security projects contributing towards the benefits to be realized from the TO over this triennium.

This 2026–2028 COI Programme overview provides a holistic strategic overview of the projects, activities, and initiatives being planned for implementation under the COI HPE. Each chapter serves as its own strategy for specific areas of improvement, with the COI Programme presented here as a coherent single document to ensure strategic alignment and a unified organizational view.

The COI Programme is led and coordinated in the Strategic Portfolio Management Office (SPMO) by the Chief Strategic Portfolio Management, as the Output Manager of the COI Programme, with each chapter owned and implemented by the responsible Bureau or Office as indicated.

The COI Programme will be reviewed and refined during the triennium to reflect updated priorities and newly identified initiatives. It is expected to evolve and grow aligned with ICAO's priorities and colleague feedback, specifically with regard to the Global Engagement Survey results.

Although organizational improvement by definition, some activities relating to Artificial Intelligence (AI), Gender Equality, and Next Generation of Aviation Professionals (NGAP) are not included in this COI Programme because AI falls under the HPE on Innovation and Gender Equality and NGAP fall under the HPE on Gender Equality and attracting New Talent to Aviation.

Michiel Vreedenburgh
Chief, Strategic Portfolio Management
COI Output Manager

1. People First Improvement Strategy

Human Resources Branch, Bureau of Administration and Services

Introduction

Following the successful implementation of the People First Strategy 2023–2025, HR will pivot in this triennium from design to implementation and consolidation. The HR Branch will transition and prioritize embedding sustainability into established initiatives, dedicating efforts to strengthening and institutionalizing the strong foundations already established. The aim to achieve a fundamental shift in the way ICAO delivers results through its people continues, and the strategy for 2026–2028 builds upon the successful delivery of people initiatives in the last triennium.

People First maintains its composition of five focus areas, which are depicted as two foundational building blocks and three strategic pillars. The implementation of continuous organizational improvement projects and activities will deliver success for ICAO, resulting in Agility, Culture, and Engagement (ACE).

People First Strategic Pillars

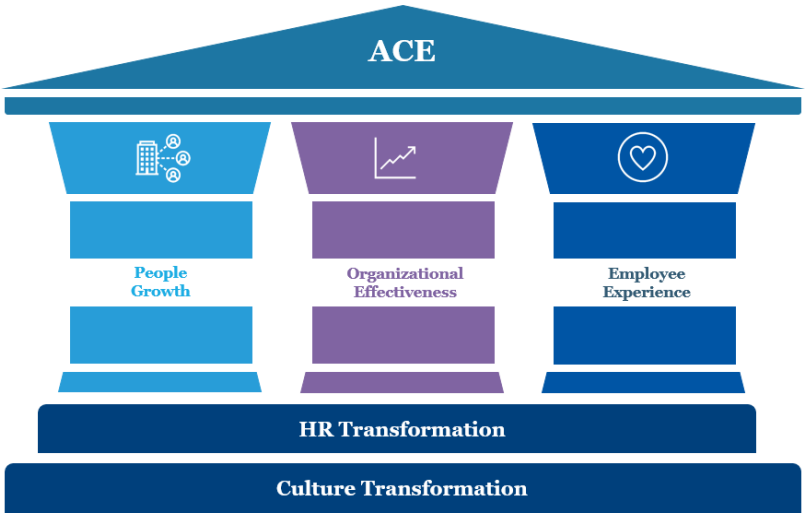


Figure 2

- **Culture Transformation**: The way we do things around here is intentionally defined and woven into our systems.
- **HR Transformation**: The construct of HR in structure, systems, and capacity is evolving to deliver the needs of ICAO's Strategic Plan 2026–2050.
- **People Growth**: ICAO recognizes potential and provides clear intentionality and investment in plans, systems, and policies to fulfill employee aspirations and progress their careers.
- **Organizational Effectiveness**: ICAO provides organizational development capability, aligning the structure of ICAO with its Strategic Goals and facilitating strategic workforce planning to meet our current and future needs.
- **Employee Experience**: ICAO intentionally creates an environment where people feel a sense of belonging and where they are valued for their contributions.

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Competency Framework (Technical) (HPE1.1.3)

ICAO's Competency Framework will evolve this triennium to include technical competencies. This is a prerequisite to enabling strategic workforce planning and a core requirement to ensure the organizational design aligns with the Strategic Plan 2026–2050.

Implement Talent Mobility Policy and Establish Talent Marketplace (HPE1.1.4)

Following the revisions to the Talent Mobility policy and successful talent mobility pilots undertaken in 2025, there will now be a focus on enhancing talent mobility for ICAO personnel. Firstly, the Talent Mobility Policy will be implemented and operationalized through process and system enhancement, and a new Talent Marketplace will be considered.

Design and Implement Succession Planning (HPE1.1.5)

The design and implementation of succession planning was de-scoped from the Transformational Objective and will now be developed in this triennium. The focus will be on identifying and implementing a succession planning model that is appropriately calibrated to ICAO's organizational maturity, using a phased and evolutionary approach that supports continuity, readiness, and long-term leadership sustainability.

Implementation of Strategic Workforce Planning (HPE1.1.14)

Following the delivery of an ICAO Strategic Workforce Planning framework last triennium, there is an intent to implement this triennium. This is dependent on several other initiatives, including improvements to the organizational design, completion of the organizational design manual, and the addition of technical competencies to the Competency Framework.

Strategic Workforce Planning Framework



Figure 4

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Organizational Alignment Ensuring ICAO is a Fit for Purpose Organization (HPE1.1.19)

To ensure ICAO can achieve and maintain organizational alignment, an Organizational Design Manual was created following the completion of the Fit For Purpose Organization Transformational Objective Project. This manual will be published in 2026, providing a set of principles, guidelines, and standards for Bureaus and Offices to review their organizational design and continually align with the Strategic Plan.

There is also further analysis of the recommendations provided by the Fit For Purpose Organization Project to consider the organizational alignment of Regional Offices and ICT, specifically with several organizational alignment initiatives already identified, including re-structuring of the Capacity Development and Implementation Bureau, re-structuring of the Human Resources Branch, and further analysis of layers and spans of control.

As analysis of the organizational design assessment is completed, it is expected that there will be subsequent initiatives undertaken in the current triennium, upon which the COI Programme will be updated accordingly.

Implementation of Connection, Access, Respect, Empowerment (i-CARE) Strategy (HPE1.1.22)

With the newly approved ICAO Secretariat Connection, Access, Respect, Empowerment (i-CARE). Strategy, the implementation of the strategy, and the associated action plan will begin in 2026.

Culture Transformation – Living the Culture (HPE1.1.36)

Culture transformation is a shared responsibility across ICAO. In this context, the HR Branch will serve as an enabler and integrator, working closely with Culture Shift Sponsors and Culture Ambassadors to reinforce and embed the behaviours articulated in the Culture Blueprint.

Building on the foundation established during the previous triennium, the next phase will focus on deepening organizational awareness, keeping culture priorities top of mind, and operationalizing the Culture Change Accelerators (CCAs). This will be supported through continuous capability-building and training, targeted interventions, and the active execution of culture action plans.

Progress will be monitored through regular pulse checks, with action plans assessed, refreshed, and recalibrated throughout the triennium to ensure sustained momentum and delivery of the intended cultural shift.

ICAO's Culture Blueprint

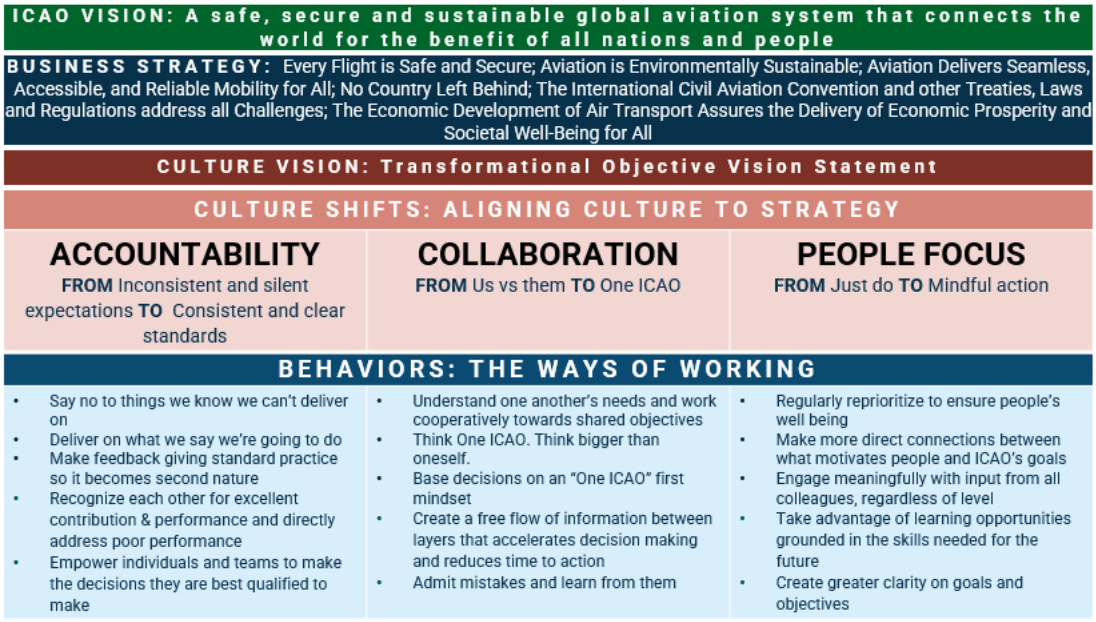


Figure 3

HR Branch Organizational Design (HPE1.1.37)

To achieve a people first approach for ICAO and ensure the HR Branch remains an effective Supporting Enabler, the HR structure will evolve to support sustained implementation and long-term organizational effectiveness. This will include consideration of the recommendations from the Fit For Purpose Organization Project completed in 2025, with specific consideration to the introduction of an HR Business Partner model and the feasibility of outsourcing specific functions.

HR Digitalization of Records (HPE1.1.38)

The process to digitalize HR records will continue in this triennium as part of efforts to modernize the HR Branch and support ICAO personnel.

HR Policy Refinement (HPE1.1.39)

In this triennium, a full review of ICAO's people policies will be undertaken with the aim to align, refine, and enhance these policies. There is a desire to simplify the rules to better support ICAO personnel with a suite of connected and coherent policies in place. This work will also include an enhancement to the policy updates process to ensure effective maintenance for the long term.

CDI FFPO Project Phase 2 (Implementation and Operationalization) (HPE1.1.43)

Following the Fit for Purpose Organization Project recommendations, CDI has completed further analysis and agreed on a future target organizational design. Phase 2 of the CDI Fit for Purpose

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Organization Project focuses on CDI restructuring; implementation and operationalization. In this phase, the baselined CDI organizational design will be translated into a detailed structural design, creating three CDI pillars under which new roles will be established. This will delineate roles and responsibilities, remove duplication, and create efficiency. The new CDI structure will be implemented and operational by the end of 2026.

Human Resources Branch Operations

The HR Branch found success in undertaking a series of process improvement Kaizens over the last triennium and will continue to drive and participate actively in this manner moving forward in alignment with Enterprise Business Process Management (EBPM) governance. It will also strengthen Kaizen results implementation to deliver improvements faster.

Continual refinement and automation of work processes will also be required, specifically following the implementation of the Quantum Enterprise Resource Planning (ERP) system. The HR Branch will also dedicate resources to mapping existing processes with the aim of streamlining and standardizing to improve efficiency and effectiveness, resulting in defined Standard Operating Procedures.

Consideration and analysis of the enhancement of HR systems will be undertaken to understand where further modernization is required.

Building Leadership Capability and Capacity

In this triennium, leadership development will be further supported through a blended approach encompassing formal training, coaching and mentoring, and in-house bite-sized learning modules, leveraging existing mechanisms such as the Blue Line platform and ICAO's partnership with UNSSC. These opportunities will be targeted to address priorities identified through the annual Training Needs Analysis.

In addition, following the successful pilot of the People Managers Course in 2025, this will be refined, launched, and scaled across ICAO, giving all people managers an opportunity to develop their management and leadership skills.

Further support will be provided regarding performance management to both employees and line managers, ensuring effective performance discussions and feedback throughout the employee lifecycle.

Employee Experience

The Global Engagement Survey was completed late in 2025, and following communication and analysis of the results, an action plan will be created to address the feedback received. Any organizational improvement required that was not previously identified will be captured in the next revision of this document. Continuous improvement of employee experience remains a priority, with a focus on employee wellbeing and links to ethics and integrity enablement and conflict resolution improvements.

2. Internal Communications Improvement Strategy

Communications Unit, Legal Affairs and External Relations Bureau

Introduction

To build on progress made in the previous triennium on internal communications and the results of the 2025 Global Engagement Survey (GES), the COM unit will endeavor to continue to enhance internal communications for the benefit of ICAO personnel. By establishing a clear, organization-wide strategic communications framework to guide advocacy, engagement, and messaging across ICAO, ICAO personnel will be more informed and more engaged. Importantly, ICAO personnel will also have clear visibility of external communications and public affairs through the enhanced sharing and mirroring of appropriate external communications internally. Improvements to external communications may also be considered during the triennium and will be captured in a future revision of this COI Programme Document.

Enhancing Internal Communications

An initial approach to improving internal communications will enhance understanding of priorities and amplify organizational impact over time. The internal communications approach will focus on ensuring all personnel are informed of key developments, priorities, and organizational activities via internal platforms such as the intranet and Viva Engage.

The cadence of internal communication will improve as COM introduces regular, structured internal updates and shares clear and timely information on organizational initiatives, progress, and decisions. In doing so, ICAO will achieve greater visibility into the work taking place across the Bureaus and Offices, leading to improved staff awareness of ICAO's work and direction, greater alignment across the Organization, and stronger engagement across teams through consistent and reliable information.

Delivering a Unified ICAO Narrative Through Aligned Communications

To strengthen internal coordination and collaboration across Bureaus and Regional Offices, COM will enhance internal communications and staff engagement with appropriate external amplification. Through coordination meetings with communications focal points and subject matter experts, ICAO personnel will be empowered to support COM in proactive outreach and responsive media engagement.

Sharing appropriate external communications internally, in a clear, consistent, and structured way, will support employee engagement and understanding of ICAO’s portfolio of work. Alignment of key external messages through the intranet, internal screens, and social media provides personnel with a holistic view of ICAO and creates synergy in messaging.

Corporate Identity

COM will act as a partner to Bureaus and Offices to align ICAO's corporate identity through maintaining clear and updated guidelines. Maintaining a cohesive look and feel across social media, campaigns, and products, and providing support for improved coherence across internal communications, will enhance One ICAO and improve internal communications generally through a consistent approach.

3. Ethics Enablement and Conflict Resolution Improvement Actions

Office of the Secretary General

Introduction

During the previous triennium, the embedding of the ICAO Framework on Ethics was a key priority for ICAO, together with strengthening both formal and informal conflict resolution mechanisms. This led to several initiatives and enhancements driven by the Transformational Objective and positively impacted ICAO personnel. In this triennium, the focus will be on continually strengthening services and processes that support personnel and safeguard ICAO's interests and reputation; this will maintain momentum in the Organization's culture enhancements. The focus on early intervention and informal resolution of conflict, when possible, also remains a priority, as well as responding to emerging issues, such as the ethical use of Artificial Intelligence.

Financial Disclosure Digitalization (HPE1.1.23)

Digitalization of the annual financial disclosure process will be scoped for implementation in this triennium, streamlining the process.

Building Capability and Capacity

Following the successful development and launch of ethical training courses for all personnel - regardless of contractual status and duration - and for managers and supervisors in the last triennium, the training content and rollout will continue to be enhanced and strengthened, including educating personnel on the expected standards of conduct.

The embedding of the changes to ICAO's response to conflict will be driven by ICAO managers and supervisors, while, as a general principle, the involvement of independent and neutral offices in dispute resolution should remain a residual option, to be considered only when initiatives within reporting lines are deemed to be ineffective, inappropriate, or unsuitable. This area will also focus on embedding the successful transition to the United Nations Common System's administrative justice mechanisms, including the UN Dispute Tribunal (UNDT), and professional legal support from the United Nations Office of Staff Legal Assistance, together with embedding the new Trustful Workplace Ambassadors (TWA) function.

With the establishment of an Ombudsperson position, a Trustful Workplace Ambassador (TWA) Network, and joining the UNDT and OSLA, ICAO made meaningful progress towards acquiring the necessary components for an integrated conflict and complaint management system (ICCMS) in the last triennium. To further strengthen a holistic approach to informal and formal pathways and enable efficiency gains and increased impact, ICAO will consider increasing its efforts to establish and further develop the ICCMS aligned with good practices.

Training Courses on Ethical Dilemmas or Issues

ICAO considers it important for the Organization to continue developing at least one new training course per year during the triennial period, to ensure that personnel and managers remain equipped

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with the knowledge and tools necessary to uphold the highest standards of integrity and professional conduct in the current evolving world (such as on the ethical use of artificial intelligence) or as consequence of the expected revision of its internal regulatory framework on ethics (for instance on engagement in outside activities and the acceptance and handling of gifts, favours, hospitality, honours, decorations, or remuneration from external sources to prevent conflicts of interest and uphold transparency.

Considering that the ten existing ethics training courses are designed to remain valid for three years, and that the Organization is currently not in a position to monitor compliance, and the system does not allow staff to retake the training once the three year validity has expired—ICAO will consider, as an associated project, the necessary resources to address the challenges preventing timely monitoring of continued compliance with the existing training requirements. This should include enabling staff to retake the courses upon expiry of their validity, or, alternatively, securing additional resources to develop shorter refresher courses for each of the topics covered.

Adoption of the New Standards of Conduct for the International Civil Service

In 2025, the International Civil Service Commission revised its *Standards of Conduct for the International Civil Service* (SoC), which were in force in almost all UN entities, including ICAO. Now the same entities are expected to adopt them. The United Nations General Assembly (UNGA) did it in December 2025, and therefore, the new standards are already applicable to the majority of UN personnel, while UN agencies have to initiate their own procedures.

This adoption – which is at no-cost to the organization, will address one of the above-mentioned points on the importance and responsibility for the ICAO to educate personnel on the expected standards of conduct, and taking in consideration emerging issues covered by the revised SoC, including enhanced measures for preventing conflicts of interest, promoting a culture of efficiency, ensuring the economical and responsible use of resources, and strengthening financial discipline and oversight.

Staff Counsellor Services

ICAO will explore the possibility of providing its staff with access to a skilled Staff Counsellor to assist personnel with workplace matters that may cause individuals stress or other challenges.

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4. Information and Communications Technology and Digitalization Improvement Strategy

IMS Branch, Bureau of Administration and Services

Introduction

The 2026–2028 triennium marks a pivotal evolution in ICAO's digital transformation journey. Building on the momentum established in previous years, the Organization is poised to move from foundational implementation to operational excellence. The focus now turns to the practical integration of recently delivered capabilities, ensuring that technology and governance not only support but actively drive ICAO's broader mandates. This period will see a deliberate shift from building technical frameworks to embedding them as integral components of ICAO's daily operations, fostering a culture of innovation and continuous improvement.

The ICT Strategy for this triennium follows the implementation of the ICT Strategy 2022-2025 and builds upon its foundational success in addressing the evolving technological landscape. It is aligned and complementary to the Information Security Improvement Strategy and will be delivered collaboratively to maximize synergy while each function retains its accountability and authority to ensure a robust, appropriate, and well-governed approach.

During the previous triennium, digital transformation ensured alignment with Software as a Service (SaaS) cloud architecture, creating a more reliable cloud infrastructure and enhanced mobile experience for users aligned with other UN agencies.

ICAO's Digital Architecture

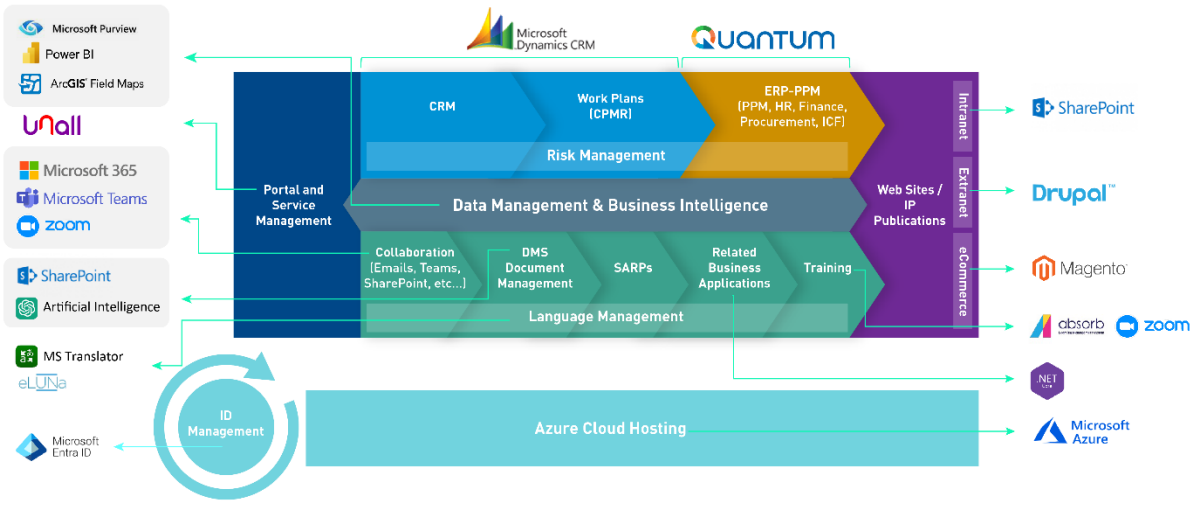


Figure 5

As ICAO transitions into this new phase, ICT is focused on a digital strategy for this triennium structured around five pillars:

1. Systems integration
2. Decommissioning of legacy applications

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3. Adopting a user-centric approach
4. Fostering innovation and new technologies
5. Ensuring information security resilience

Systems Integration (HPE1.1.2, 6, 7, 13 and 35)

After the successful implementation of the digital transformation projects and of cloud platforms, some integrations remain to be built, and these will be undertaken during this triennium.

To manage the lifecycle of customer relationships through the operating plan and implementation monitoring, the following systems will be integrated:

- Customer Relationship Management (CRM)
- Corporate Performance Monitoring and Reporting (CPMR)
- Enterprise Resource Platform (ERP)
- Project and Portfolio Management (PPM)
- Document Management System (DMS)
- Enterprise Data Management (EDM)

Integrating CRM, CPMR, ERP, PPM, and DMS is critical because it creates a single source of truth for contacts, finances, projects, performance, and documents across the Organization. This integration, supported by the availability of a data warehouse, eliminates data duplication and redundancy, reduces manual work and errors, and ensures decision-makers have reliable information to make better strategic decisions. Leveraging a unified, enterprise-grade data platform - such as Azure Synapse - enables seamless integration of authoritative data sources, allowing decision-makers to gain the ability to access a single, reliable source of truth for analytics and strategic planning.

To achieve this strategy, the COI HPE has established the following projects:

- HPE1.1.2 Customer Relations Management (Customer Service, Resource Mobilization, States Data Management, 360 Customer Profiles)
- HPE1.1.6 Quantum ERP Evolution
- HPE1.1.7 Enhance Management Information System for Corporate Performance Monitoring and Reporting
- HPE1.1.13 SARPs/DMS Implementation
- HPE1.1.35 Event Management System

Some of these projects are continuation phases of projects that started during the last triennium under the Transformational Objective (HPE1.1.2, HPE1.1.13, and HPE1.1.35). Regardless, each one has the purpose to deliver not only new functionalities for the information they control, but also to integrate their data under a single source of truth for ICAO, specifically:

- Connectivity between SARPs and DMS content and EDM, facilitating integrated analytics for standards development, implementation, and impact assessment.
- Lifecycle events originating from SARPs and DMS directed to the EDM platform, supporting consolidated KPI reporting and informed performance management.

- DMS seamlessly integrates with the Language Services Management System (LSMS), allowing document translations and archiving.
- ERP integration with EDM to support financial analytics, HR dashboards and reporting.
- CPMR and ERP integration to allow for budget planning, forecasts, reporting and strategic planning.
- CRM integration with ERP aligning customer engagement with project, financial and operational data.
- Service management (SM) integration with ERP to automate service workflows.

Decommissioning of Legacy Applications (HPE1.1.1, 23, 27 and 34)

Legacy applications remain in ICAO, and this triennium, ICT will ensure the replacement of outdated repositories, spreadsheets, and siloed databases with modern, integrated solutions. Legacy applications will be retired, and workflows simplified to boost efficiency. A complete transition to cloud-based services is not feasible while legacy applications continue to operate outside the enterprise ecosystem. New solutions must leverage approved cloud services (Oracle Cloud Services through the Quantum ERP platform or Microsoft services under Microsoft 365) by migrating data from spreadsheets, on-premises databases, and other siloed media into enterprise systems and modernizing or transitioning legacy applications to cloud-based architectures.

This pillar is important because legacy systems increase costs by preventing a full transition to the cloud, requiring the maintenance of on-premise data centers. They are difficult to maintain and evolve because they have large codebases, instead of relying on the more modern low-code platforms that enable faster and easier to maintain applications. The fact that legacy systems and siloed data and spreadsheets are used prevents the integration of their data with enterprise systems, reducing data sharing and real-time reporting. Legacy systems also usually rely on outdated and non-supported technology, which poses a cybersecurity risk.

To achieve this strategy, the COI HPE has established the following projects:

- HPE1.1.1 Enterprise Risk Management Platform
- HPE1.1.23 Financial Disclosure Digitalization
- HPE1.1.27 Implement ICT Cloud Strategy
- HPE1.1.34 Migration of Secure Portal to SharePoint Online, Teams and CRM

Adopting a User-Centric Approach (HPE1.1.1, 7, 8 and 9)

ICT will drive adoption of a user-centric approach by improved usability, self-service capabilities, and transparency for internal and external stakeholders.

The widespread adoption of self-service analytics tools like Power BI, PowerApps, and Power Platform empowers users at every level to derive actionable insights from high-quality, trusted data, ultimately driving innovation, efficiency, and greater organizational agility. The following will be the continued priority areas:

- Wider promotion of Power BI self-service analytics use, allowing transparency, better decision making with strong governance and cost control.

- Eliminate in-house bespoke development, replacing it with industry standard existing tools and platforms such as PowerApps and Oracle Apex.

This is the cornerstone and enabler behind the following three COI projects:

- HPE1.1.1 Enterprise Risk Management Platform
- HPE1.1.7 Enhance Management Information System for Corporate Performance Monitoring and Reporting
- HPE1.1.9 EBPM Evolution (including knowledge management)

Being user-centric is not only about giving users the tools and empowerment they need to improve their work, it is also about providing a unified user experience and a single point of contact for users requesting internal services from the organization. To achieve this objective, the newly established UNall platform will be used consistently and effectively to manage service requests, and a COI project has been scoped to enhance it: HPE1.1.8 Service Management (Phase 2 and 3).

Fostering Innovation and New Technologies (HPE1.1.13 and 33)

By integrating AI and harnessing advanced language models and intelligent agents, ICAO will streamline complex workflows, reduce manual intervention, and expedite decision-making processes. AI will also be explored to enhance knowledge management through intelligent search, contextual recommendations, and automatic summarization of critical information. These capabilities will vastly improve user productivity, enabling staff to locate relevant resources, draft technical documents, and generate reports with greater accuracy and speed.

To deliver this strategy, the COI HPE has established the following projects:

- HPE1.1.13 SARPs/DMS Implementation
- HPE1.1.33 Artificial Intelligence Powered Processes

It is worth noting that HPE1.1.13 is cited twice, as delivering this pillar and the systems integration pillar. This is true because SARPs/DMS have two components to it: the SARPs element, which will deliver ICAO powered AI tools to help users interact with SARPs amendments information, and the DMS element which will be used as part of the integrated ecosystem under the systems integration initiatives.

Implement Data Protection and Privacy (HPE1.1.26)

Subject to the formal establishment of the Data Privacy Governance Framework described in HPE1.1.10, ICAO will progressively implement data protection and privacy measures as defined in its Data Privacy Strategy and aligned with UN system requirements, ISO/IEC 27701, and the Organization's ISO/IEC 27001-certified Information Security Management System.

As this COI initiative is positioned under Information Security, implementation of data protection and privacy measures will be carried out under the authority of the Chief Data Protection and Privacy Officer (CDPO), a function exercised by the Chief Information Security Officer (CISO) in a dual CISO/CDPO capacity. This governance model ensures that privacy accountability, risk acceptance,

and prioritization decisions are made within a formally recognized structure, supported by the virtual Data Privacy Office as defined in the Data Privacy Strategy.

Privacy principles, including privacy by design, privacy by default, data minimization, retention governance, and breach management, will be operationalized through structured policies, procedures, and assurance mechanisms. These measures will be embedded in business processes, ICT initiatives, and organizational transformation projects so that privacy is addressed systematically and consistently rather than on an ad hoc basis.

Personal data processing activities will be identified, documented, and assessed using appropriate mechanisms, such as Privacy Impact Assessments (PIAs), ensuring that privacy risks are evaluated, recorded, and managed in a traceable and proportionate manner. Data lifecycle management practices covering the collection, use, retention, and deletion of personal data will be strengthened across the Organization to support compliance, accountability, and auditability.

The initiative also strengthens operational readiness for privacy-related incidents by aligning detection, reporting, escalation, and remediation processes with established incident management and response practices. Coordination among the CISO/CDPO function, the virtual Data Privacy Office, Information Security incident handling, and relevant business owners will support timely decision-making, effective containment, and appropriate corrective actions. Training and awareness activities will reinforce shared responsibility for data protection, ensuring that personnel understand their obligations and roles in safeguarding personal data.

In line with its mandate, Information Security will continue to provide enabling and supporting capabilities, including integration of privacy requirements into risk management activities, incident response processes, audit and assurance activities, and organization-wide awareness programmes. While Information Security contributes operational and technical expertise, accountability for data protection and privacy decisions will remain clearly assigned through the CISO/CDPO governance model and the supporting virtual Data Privacy Office.

Implementing data protection and privacy measures without the corresponding governance structure and formally assigned authority would expose the Organization to legal, compliance, and accountability risks and would undermine the sustainability and credibility of the privacy programme. Accordingly, this COI initiative remains explicitly conditional on the formal endorsement and operation of the CISO/CDPO function and associated data privacy governance mechanisms, as foreseen in ICAO's approved strategic documentation.

Once these conditions are met, ICAO will be positioned to implement data protection and privacy measures in a manner that is effective, auditable, and aligned with its mandate, preserving institutional trust and ensuring that responsibilities are exercised by the appropriate authorities throughout the 2026–2028 triennium.

Ensuring Information Security Resilience (HPE1.1.29, 30, 31 and 32)

ICAO will implement a Zero Trust Architecture (ZTA). The ICT and digitalization improvement strategy will support the implementation through a series of complementary initiatives to the ZTA being established in the COI project HPE1.1.25, including enhancements to identity and access management, data management through Purview, device management through InTune and

enhancements to vulnerability and configuration management. Collectively, these initiatives will provide end-to-end security for identity, devices, content and data, support ZTA implementation, and also support the maintenance of the ISO 27001 accreditation achieved in 2025.

To achieve this strategy, the COI HPE has established the following projects:

- HPE1.1.29 Disaster Recovery Updating and Backup Strategy
- HPE1.1.30 Privileged Access Management (PAM)/Identity Access Management (IAM) implementation
- HPE 1.1.31 Endpoint Protection Support
- HPE 1.1.32 Network Enhancement

It is important to note that the ZTA architecture will be implemented in close coordination with the Information Security Office, and the project to implement the pathway to ZTA (HPE1.1.25) is a pre-requisite to this to create the model for the projects in this strategy to be delivered.

5. Information Security Improvement Strategy

Information Security Office, Bureau of Administration and Services

Introduction

Information Security continues to be a key support for ICAO's mandate, institutional trust, and operational resilience. Building on the successful achievement of ISO/IEC 27001 certification in 2025, this strategy seeks to improve cybersecurity maturity through targeted, risk-based enhancements in line with ICAO's Cybersecurity Strategy, UN system expectations, and the Organization's ongoing digital and operational transformation.

It is aligned and complementary to the Information and Communications Technology and Digitalization Improvement Strategy and will be delivered collaboratively to maximize synergy while each function retains its accountability and authority to ensure a robust, appropriate, and well-governed approach.

Data Privacy Governance Establishment (HPE1.1.10)

In line with the UN Secretary-General's Bulletin on Personal Data Protection and Privacy (ST/SGB/2024/3) and ICAO's Data Privacy Strategy presented to the Legal Bureau, ICAO recognizes that adequate data privacy requires a formal governance structure with clearly assigned authority, accountability, and resources, and cannot be achieved through technical or procedural controls alone.

As this COI initiative is positioned under Information Security, the establishment of Data Privacy Governance is necessarily linked to the authority and accountability framework of the Information Security Office. In this context, and as defined in ICAO's Data Privacy Strategy, the governance model is based on designating a Chief Data Protection and Privacy Officer (CDPO) function under the authority of the Chief Information Security Officer (CISO), combining the roles in a dual-hat CISO/CDPO capacity.

This model reflects the governance proposal previously examined by senior management and ensures that data privacy accountability is embedded within an existing, auditable governance structure, consistent with ISO/IEC 27001 and ISO/IEC 27701 principles. The CDPO function is supported by a formally recognized, virtual Data Privacy Office (DPO function), composed of designated representatives from relevant functions as defined in the Data Privacy Strategy. The DPO operates with a clear mandate, defined responsibilities, and appropriate resourcing.

Establishing this governance structure is a precondition for the sustainable and accountable implementation of privacy obligations across ICAO. Without a formally designated CDPO function, endorsed at the Secretary General level and operating under the authority of the CISO/CDPO, data privacy activities risk remaining fragmented, inconsistently applied, and exposed to governance gaps, particularly in the context of increasing data sharing, cloud adoption, and inter-organizational platforms within the UN system.

The Data Privacy Governance framework will define clear roles, responsibilities, and decision-making pathways for privacy across the Organization. It will ensure that privacy considerations are

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systematically embedded into business processes, ICT initiatives, and transformation activities, rather than addressed on an ad hoc or reactive basis. Emphasis will be placed on transparency, accountability, and traceability of privacy-related decisions.

Key elements of this initiative include:

- Establishment and operation of a Data Privacy Governance Committee;
- Formalization of the virtual Data Privacy Office with its designated members;
- Integration of privacy oversight into existing governance structures; and
- Clearly defined escalation and reporting mechanisms.

These measures will enable ICAO to demonstrate due care and due diligence in managing personal data, support consistent interpretation and application of UN privacy principles, and provide assurance to senior management, oversight bodies, and external stakeholders.

Within this framework, Information Security retains a dual role: exercising authority through the CISO/CDPO function for privacy governance, while continuing to provide enabling capabilities through risk management, incident handling, control integration, and assurance activities in line with its mandate. By institutionalizing data privacy governance under this clearly defined authority model, ICAO strengthens organizational trust, reduces legal and reputational risk, and ensures that privacy obligations evolve in step with digital transformation and operational change.

Implementation of Information Security Risk Treatment Plan (HPE1.1.15)

Following ISO/IEC 27001 certification in June 2025, ICAO's Information Security will further enhance its risk treatment practices to ensure cybersecurity risks are managed consistently, transparently, and in line with organizational objectives. This will involve strengthening the connection between risk assessments, treatment plans, and control effectiveness, as well as improving the monitoring and reporting of remediation progress and residual risk. As part of this process, ICAO will continue to operate a structured ISMS assurance cycle, including annual internal audits and external surveillance audits, to verify the ongoing effectiveness, relevance, and compliance of the Information Security Management System.

Continuous improvement stays at the heart of this approach and will be maintained throughout the ISMS certification lifecycle, including preparations for future recertification. Lessons learned from incidents, audits, threat intelligence, and operational experience will be systematically incorporated into risk assessments, control design, and governance processes. This ensures that cybersecurity capabilities develop proactively, stay aligned with ICAO’s risk profile, and continue to support resilience, trust, and operational continuity across the Organization.

Implement the Cyber Asset Attack Surface Management (CAASM) to Address Cyber Threats (HPE1.1.24)

To manage the growing scale, complexity, and dynamism of ICAO’s digital environment, the Information Security Office will enhance Cyber Asset Attack Surface Management as a strategic cybersecurity capability. CAASM provides authoritative visibility over assets, configurations, exposures, and dependencies across on-premises systems, cloud environments, and third-party

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services. This capability allows for a more accurate understanding of what requires protection and where the Organization is most vulnerable.

By connecting asset criticality with vulnerability data and threat intelligence, CAASM supports risk-based prioritization of remediation efforts instead of reactive or ad hoc control measures. This approach strengthens governance by promoting evidence-based decision-making, increasing accountability for risk ownership, and enabling proactive risk mitigation aligned with ICAO's enterprise risk management practices.

Implement the Pathway to Zero Trust Architecture (ZTA) (HPE1.1.25)

The pathway to Zero Trust Architecture is described as a security philosophy and strategic model rather than a specific set of tools or platforms. Information Security defines the Zero Trust principles, trust assumptions, and control objectives relevant to ICAO, including ongoing verification, minimum necessary access, explicit trust decisions, and resilience to compromise. These principles provide the strategic foundation for security operations concerning identities, devices, networks, applications, and data.

Building on this foundation, Information Security translates Zero Trust principles into explicit security requirements and governance standards to guide technical implementation by ICT. This clear distinction between strategic planning and technical execution ensures architectural consistency, prevents vendor-driven interpretations, and maintains compliance with international standards such as NIST SP 800-207 and ISO/IEC 27001. It also facilitates auditability and long-term adaptability as technologies and threat landscapes evolve.

Improve ICAO Cybersecurity Posture Based on the Designed Blueprint (HPE1.1.28)

ICAO will continue strengthening its cybersecurity approach by developing and refining the ICAO Cybersecurity Blueprint. This structured, risk-based framework incorporates ISO/IEC 27001 governance principles, the NIST Cybersecurity Framework, and relevant UN requirements. It acts as a unifying guide to promote consistency, ensure unified decision-making, and align cybersecurity investments with organizational priorities.

The initiative focuses on enhancing maturity rather than merely achieving compliance. It enables ICAO to regularly identify gaps, prioritize initiatives, and adapt controls as threats evolve, and digital presence expands. The Cybersecurity Blueprint also fosters transparency by providing a shared language to communicate cybersecurity status, progress, and residual risks to senior management, oversight bodies, and external auditors.

As development progresses, greater emphasis will be placed on managing cybersecurity risks from third-party suppliers and the extended supply chain. This reflects increased reliance on external providers and cloud platforms, recognizing that significant risks often exist beyond organizational boundaries. The aim is to improve early detection, support risk-informed decisions, and ensure documented due care and due diligence in managing supply chain cyber risks, aligned with international standards and ICAO's governance frameworks.

6. Financial Sustainability Improvement Strategy

Finance Branch, Office of the Secretary General
Capacity Development and Implementation Bureau

Introduction

The long-term financial sustainability and viability of the Organization are fundamental to fulfilling its mission and advancing international civil aviation. The goal is to ensure the financial sustainability of ICAO by evaluating potential options for more sustainable financing structures, implementing a comprehensive cost accounting strategy, and actioning the request of the Assembly in its 42nd Session to initiate reform to the budget formulation process.

Financial Sustainability Through Implementation of Enhanced Funding Model (HPE1.1.11)

ICAO is seeking to explore new, innovative funding modalities to diversify its funding sources and reduce reliance on core contributions from Member States to fund the expanding work of the Organization. The initiative will optimize existing financial arrangements through improved linkage of resources with Business Plan results and priorities, analysis and recommendations of options to diversify revenue streams, and implementation of the resource mobilization strategy.

Implementation of the Resource Mobilization Strategy will institutionalize a One-ICAO, results-based approach, with voluntary contributions tied to unfunded ICAO Business Plan priorities reflected in the Global Appeal. Building on enhanced needs identification, donor mapping, outreach, and strengthened governance, these priorities will be packaged into costed programmes and projects with clear objectives and timelines, align them with donor interests (Member States, MDBs/IFIs, private sector), and track pipelines and KPIs Organization-wide. Streamlined workflows with Bureaus and Regional Offices will improve due diligence, risk management, visibility and reporting, turning ad-hoc contributions into predictable, multi-year partnerships, that sustain standards development, implementation support, and continuous organizational improvement.

Efficiency and Effectiveness Standardization, Methodology and Reporting, and Cost Accounting and Cost Recovery Implementation (HPE1.1.20)

The standardization of the methodology ICAO will implement to measure efficiency and effectiveness is core to the work on improving efficiency and effectiveness, to ensure progress can be reported accurately. In this regard, a standard methodology will be developed and implemented for ICAO in this triennium, upon which metrics can be measured across ICAO's operations to demonstrate progress.

With a focus on efficiency, there is also an opportunity to identify and realize gains by Bureaus and Offices using the established standard methodology. Leveraging the Fit For Purpose Organization Project recommendation, HLCM and UN80 proposals, ICAO will progress a series of targeted deep dives to minimize waste in the Organization. Enhanced monitoring and reporting of efficiency gains

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through the establishment of a standardized methodology will demonstrate progress and enable further targeted intervention

A robust cost accounting strategy promotes financial sustainability and supports ICAO's transformative results by providing the foundation for ICAO to successfully implement the Cost Recovery Policy, measure efficiencies, and ensure sustainability in the pricing of external services. The cost accounting strategy will, where possible, align with established UN practices and initiatives, including the ongoing UN80 initiative. The adoption of cost accounting will enable consistent cost identification and measurement across the organization, minimize cross-subsidization between funding sources and more informed resource allocation decisions aligned to organizational priorities.

Fit for Purpose Budget of the Organization

In its 42nd Session, the Assembly requested to initiate reform to the budget formulation process early in the 2026–2028 triennium. Under the leadership of the Finance Committee's small working group, ICAO will undertake a review and changes to the budget formulation process early in the 2026–2028 triennium, with the focus on ensuring fit-for-purpose budgets with even stronger ties with the organizational results and goals.

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7. Business Operations, Efficiency and Effectiveness Improvement Strategy

Strategic Portfolio Management Office, Office of the Secretary General

Introduction

As ICAO strives for operational excellence, the momentum that started under the Transformational Objective will continue in this triennium to evolve and embed new and more efficient ways of working.

The Council emphasized that the long-term financial sustainability and viability of the Organization shall include further efficiency improvements. The continuous organizational improvement of ICAO, building on the implementation of the Transformational Objective, will align, where possible, with the ongoing UN80 Initiative, launched in March 2025 by the United Nations Secretary-General, aiming to modernize the UN system structures and operations, focusing on improving efficiency and responsiveness to global challenges.

As ICAO launches its Strategic Plan 2026–2050, it is crucial to ensure the organizational alignment is fit for purpose. In preparation for this, an organizational design assessment was completed in 2025, and in this triennium, ICAO will complete further detailed analysis of the recommendations and begin implementing structural change.

Enhance Management Information System for Corporate Performance Monitoring and Reporting (HPE1.1.7)

Following the successful development and launch of the Corporate Performance Monitoring and Reporting tool in 2023, there is now a need to enhance ICAO's corporate performance monitoring and reporting capability by refining the tools available and integrating with other ICAO platforms, such as the ERP. This will begin with an options analysis of suitable enhancements using the existing tool compared with the selection of a new platform to meet ICAO's needs.

Enterprise Business Process Management Evolution (HPE1.1.9)

With the establishment of Enterprise Business Process Management in ICAO in 2025, a set of actions directed towards increasing its maturity will be pursued in 2026 and onwards. The most important actions include the connection with other managerial activities within SPMO, mainly risks, Knowledge Management, Performance Management, and Project Management. The expected outcome is a single information system that connects consistently all the information across these specialties in SPMO and the increase of ICAO's EBPM Maturity from 40% to 60%.

Strategic Portfolio Management Office (SPMO) Evolution, Including Enhanced Monitoring and Reporting (HPE 1.1.16)

The SPMO launched in January 2026 with the aim of strengthening ICAO's capacity to plan, prioritize, implement, monitor, and adjust organizational initiatives in a coordinated, efficient, accountable,

and transparent manner. In this triennium, the SPMO will evolve to ensure it achieves its objectives and, specifically will consolidate ICAO governance further by bringing together a single framework for all project work, and it will significantly evolve its monitoring and reporting capabilities to ensure effective management information and drive data-centric decision making.

Design and Development of Revenue Generating Data Analytics and Reporting (HPE1.1.21)

While the focus on revenue generation will continue, specifically in the Capacity Development and Implementation Bureau, new revenue generation opportunities will also be explored. Specifically, a project will be undertaken following the success of the BI and EDM Transformational Objective project to design and develop revenue-generating data analytics and reporting.

Portfolio Project Management (PPM) Tool (HPE1.1.40)

With the establishment of the SPMO and the recently upgraded PPM solution for the Capacity Development and Implementation Bureau, ICAO has an opportunity to align PPM at an enterprise level. In this triennium, a single PPM tool and streamlined processes will be implemented to harness synergy and create efficiency, thereby significantly improving ICAO's PPM.

Supporting ICAO Multilingualism with AI-Powered Language Services (HPE1.1.41)

The 42nd Session of the Assembly, reaffirming multilingualism as a fundamental principle to achieve ICAO’s goals, and underscoring the importance of language services in implementing SARPs, PANS, and the No Country Left Behind (NCLB) Initiative, requested the Secretariat to leverage new technologies, including AI, to further enhance efficiency and quality of language services.

Amid financial constraints and sustained demand for multilingual content, ICAO will continue exploring new ways to enhance efficiency, reduce costs, and modernize its workflows. A key focus will be on leveraging the rapid evolution of AI-driven language applications. ICAO will collaborate with other UN entities through the Common Mechanism for Policy and Technical Solutions for AI-Powered Language Services, under the auspices of the High-Level Committee on Management (HLCM), to adopt common policies, practices, and tools that enable the responsible, cost-effective and scalable use of AI in translation, interpretation and related language services in support of its multilingualism mandate.

Embedding the Strategic Organizational Model (SOM)

The Strategic Organizational Model was developed to provide a visual representation of how ICAO operates at a strategic level. The SOM provides the mechanism to align people, systems, processes, and procedures. It is operationalized by three core elements aligned to effectively deliver the Strategic Plan 2026–2050: Business Planning, Organizational Design and Business Process Management.

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The SOM was launched in the previous triennium and will now be embedded, maintained, and enhanced to support effective alignment of operations for ICAO.

Results-Based Management Maturity

ICAO continues to strengthen its Results-Based Management (RBM) practices through regular maturity self-assessments, complemented by UN-JIU benchmarks, which serve as a reference point for measuring progress. These assessments provide a systematic approach for identifying gaps and informing targeted improvements across all RBM dimensions. ICAO's RBM maturity is currently at Level 3 (mainstreaming in progress), and in this triennium, initiatives will be undertaken to continually improve the maturity to achieve Level 4 by 2028, reflecting steady advancement in embedding RBM principles across the Organization's planning, monitoring, and reporting processes.

Evolution of Results-Based Business and Operating Plans Implementation Management

The implementation management of ICAO's results-based business and operating plans continues to evolve as the Organization enhances its planning, monitoring, and performance accountability practices. Leveraging the achievements of the Business Plan and the structured guidance provided by the Triennial Operating Plan (TOP), ICAO is moving toward a more integrated results framework that aligns activities, outputs, and outcomes across all Strategic Goals. This evolution strengthens the Organization's ability to systematically track progress, address implementation challenges, and ensure that decision-making is increasingly evidence-driven and results-focused.

Artificial Intelligence (AI)

The application and adoption of AI in ICAO will continue in the 2026–2028 triennium, requiring significant cross-cutting initiatives. This ranges from ensuring people are assigned the right accountability to refining training and hiring strategies to pivot towards the right skills to use AI to ensuring effective change management so personnel remain informed ahead of the many changes that AI will have to the work and work environment in ICAO.

A group of AI focal points are working on a framework that will allow the strategic implementation of AI to enhance the efficiency of ICAO. This framework will map AI-related requirements and objectives to the enabling elements within other frameworks that already exist.

In addition, ICAO must comply with the "Principles for the Ethical Use of Artificial Intelligence in the United Nations System" which includes items such as "Do no harm" which in turn requires that "All stages of an AI system lifecycle should operate in accordance with the purposes, principles and commitments of the Charter of the United Nations".

As the matrix that maps requirements and objectives of AI use in ICAO to the existing frameworks is developed, the COI Programme work and dependencies will be better defined and documented.

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Automation Initiatives

During the 2026–2028 triennium, ICAO will progressively expand the automation of work processes and workflows to enhance operational efficiency, reduce reliance on manual activities, and improve data quality and consistency across the Organization. This will be done by proposed actions in the Progress Plans of the Enterprise Business Process Management (EBPM) function in SPMO and other initiatives across ICAO, targeting the integration of core enterprise platforms and automation. Initiatives will be identified through structured workshops, staff-led participatory design, and targeted interventions for high-volume or complex processes. These initiatives will leverage low-code tools, workflow automation, and intelligent process capabilities to streamline workflows, minimize duplicate data entry, and embed controls and traceability by design. By standardizing and automating routine administrative and transactional activities, ICAO will enable personnel to focus on higher-value analytical, policy, and oversight functions, while reinforcing a culture of continuous improvement, operational excellence, and long-term digital maturity.

8. Governance, Risk and Compliance Improvement Strategy

Introduction

A strong governance and risk management culture is important to ensure ICAO adequately balances the delivery of its mandate and objectives, while protecting organizational value, maintaining accountability, and adequately responding to uncertainty. With strong foundations, the focus during this triennium is continual evolution and improvement in these areas.

Enterprise Risk Management Platform (HPE1.1.1)

The tools currently in place to support enterprise risk management and internal control oversight processes are limited and primarily rely on department-specific Excel files, which are complex and have become very cumbersome to maintain, document, analyze, and evaluate relevant risk information necessary to meet the requirements of the organization. There will also be further oversight requirements to manage following the implementation of the Accountability Framework in 2026.

A technology solution has become necessary to adequately support the advancement of ERM, Internal Controls and Accountability oversight at ICAO, and this will be developed under a new Project during the 2026–2028 triennium.

Implementation of Accountability Framework (HPE1.1.12)

Under the Transformational Objective, ICAO established its first Accountability Framework to strengthen governance, transparency, and performance, grounded in UN JIU benchmarks and maturity principles. The framework has clarified roles, delegation pathways, and oversight arrangements across the Secretariat, embedding accountability into systems and processes and positioning ICAO to advance its maturity as a coherent, evidence-based, and performance-driven organization.

Going forward, ICAO will continue embedding accountability as a dynamic and organization-wide practice. This includes reinforcing culture and awareness through leadership engagement, communication, onboarding, and performance management; strengthening integration with enterprise risk and performance reporting; developing digital tools to enable monitoring, traceability, and transparency; and reviewing governance mechanisms to ensure relevance and adaptability. Through regular KPI assessments, continuous improvement mechanisms, and sustained ownership at all levels, ICAO will progress toward higher maturity—anchoring accountability as a foundation of effective governance, informed decision-making, and sustained organizational excellence.

Establish Anti-Fraud and Anti-Corruption Programme (HPE1.1.17)

In response to the conclusion and findings of an OIO maturity assessment of ICAO's anti-fraud and anti-corruption activities, a risk assessment will be conducted to inform the Organization and serve as a basis for ICAO to determine a broader action plan.

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Design and Implement Third Party (Outsourcing) Framework (HPE1.1.18)

The establishment of a framework, as recommended in the OIO audit report on third-party (outsourced service providers) governance and risk management, to evaluate outsourcing activities, is important to ensure these decisions are adequately governed, benefits and risks are evaluated, and the selection of a third-party is in the best interest of ICAO. This consideration is in the early stages in the new triennium and will evolve following stakeholder engagement.

Organizational Resilience Management System (ORMS) Framework

In response to the OIO findings and recommendations arising from the internal audit of ORMS, an ICAO-wide ORMS governance framework will be developed to integrate and harmonize all core elements, with reference to all related ORMS initiatives, including a matrix of responsibility for contributing business process owners and reporting requirements.

9. Strategic Initiatives Benefitting Aviation

There are several strategic projects benefiting aviation currently captured in the Triennial Operating Plan under the Strategic Goals outputs and programmes. As these initiatives improve the organization, they may be transferred to and managed under the COI Programme by the SPMO, albeit implemented by the corresponding Bureau or Office.

They are provided here for reference and will be reviewed by the SPMO with the corresponding bureaus and offices to confirm that they are focused on continuous organizational improvement.

- Establishment of an integrated safety data analytics system
- Strategic evolution of USOAP and USAP CMA methodology, processes and tools
- Optimization and enhanced security and quality of online management systems of audit programmes through continuous improvements
- Development of a common secure AVSEC platform, open to Member States consolidating ICAO data on security
- Further development of the Finvest Hub programme
- Develop aviation decarbonization project proposals to facilitate their financial access under the Finvest Hub
- Develop ICAO IT platform to integrate the monitoring of the Global Framework and LTAG implementation
- Enhance, plan, develop and deploy ICAO instruments and tools to enable the timely, effective and efficient regulation of innovations by Member States

Additional strategic aviation-related COI projects may be identified and proposed during the triennium.

10. Beyond 2028

There are additional initiatives identified which will be assessed and potentially proposed to stand up during the 2029–3031 triennium; these are captured here for reference.

- Competency Framework evolution to adopt UN values and competencies.
- Strategic Workforce Planning evolution to include operational workforce planning aligned with business, resource and budget planning.

Appendix A - Continuous Organizational Improvement Projects by Chapter

Triennial Operating Plan Code and Project Title
People First Improvement Strategy
HPE1.1.3 Competency Framework (Technical)
HPE1.1.4 Implement Talent Mobility Policy and Establish Talent Marketplace
HPE1.1.5 Design and Implement Succession Planning
HPE1.1.14 Implementation of Strategic Workforce Planning
HPE1.1.19 Organizational Alignment Ensuring ICAO is a Fit for Purpose Organization
HPE1.1.22 Implementation of Connection, Access, Respect, Empowerment (i-CARE) Strategy
HPE1.1.36 Culture Transformation – Living the Culture
HPE1.1.37 HR Branch Organizational Design
HPE1.1.38 HR Digitalization of Records
HPE1.1.39 HR Policy Refinement
HPE1.1.43 CDI FFPO Project Phase 2 (Implementation and Operationalization)
Ethics Enablement and Conflict Resolution Improvement Actions
HPE1.1.23 Financial Disclosure Digitalization
Information and Communications Technology and Digitalization Improvement Strategy
HPE1.1.2 Customer Relations Management (Customer Service, Resource Mobilization, States Data Management, 360 Customer Profiles)
HPE1.1.6 Quantum ERP Evolution
HPE1.1.8 Service Management (Phase 2 and 3)
HPE1.1.13 SARPs/DMS Implementation
HPE1.1.26 Implement Data Protection and Privacy
HPE1.1.27 Implement ICT Cloud Strategy
HPE1.1.29 Disaster Recovery Updating and Backup Strategy
HPE1.1.30 Privileged Access Management (PAM)/Identity Access Management (IAM) implementation
HPE1.1.31 Endpoint Protection Support
HPE1.1.32 Network Enhancement
HPE1.1.33 Artificial Intelligence Powered Processes
HPE1.1.34 Migration of Secure Portal to SharePoint Online, Teams and CRM
HPE1.1.35 Event Management System

Information Security Improvement Strategy
HPE1.1.10 Data Privacy Governance Establishment
HPE1.1.15 Implementation of Information Security Risk Treatment Plan
HPE1.1.24 Implement the Cyber Asset Attack Surface Management (CAASM) to Address Cyber Threats
HPE1.1.25 Implement the Pathway to Zero Trust Architecture (ZTA)
HPE1.1.28 Improve ICAO Cybersecurity Posture Based on the Designed Blueprint
Financial Sustainability Improvement Strategy
HPE1.1.11 Financial Sustainability Through Implementation of Enhanced Funding Model
HPE1.1.20 Efficiency and Effectiveness Standardization, Methodology and Reporting, and Cost Accounting and Cost Recovery Implementation
Business Operations, Efficiency and Effectiveness Improvement Strategy
HPE1.1.7 Enhance Management Information System for Corporate Performance Monitoring and Reporting
HPE1.1.9 EBPM Evolution (including knowledge management)
HPE1.1.16 Strategic Portfolio Management Office (SPMO) Evolution, Including Enhanced Monitoring and Reporting
HPE1.1.21 Design and Development of Revenue Generating Data Analytics and Reporting
HPE1.1.40 Portfolio Project Management (PPM) Tool
HPE1.1.41 Supporting ICAO Multilingualism with AI-Powered Language Services
Governance, Risk and Compliance Improvement Strategy
HPE1.1.1 Enterprise Risk Management Platform
HPE1.1.12 Implementation of Accountability Framework
HPE1.1.17 Establish Anti-Fraud and Anti-Corruption Programme
HPE1.1.18 Design and Implement Third Party (Outsourcing) Framework

Appendix B - Continuous Organizational Improvement Unfunded Projects Prioritized

Triennial Operating Plan Code and Project Title	Priority Score
HPE1.1.10 Data Privacy Governance Establishment	N/A Cat 2
HPE1.1.23 Financial Disclosure Digitalization	N/A Cat 2
HPE1.1.28 Improve ICAO Cybersecurity Posture Based on the Designed Blueprint	N/A Cat 2
HPE1.1.15 Implementation of Information Security Risk Treatment Plan	21.8
HPE1.1.26 Implement Data Protection and Privacy	21.8
HPE1.1.27 Implement ICT Cloud Strategy	20.8
HPE1.1.24 Implement the Cyber Asset Attack Surface Management (CAASM) to Address Cyber Threats	20.2
HPE1.1.11 Financial Sustainability Through Implementation of Enhanced Funding Model	19.8
HPE1.1.19 Organizational Alignment Ensuring ICAO is a Fit for Purpose Organization	19.3
HPE1.1.16 Strategic Portfolio Management Office (SPMO) Evolution, Including Enhanced Monitoring and Reporting	18.7
HPE1.1.7 Enhance Management Information System for Corporate Performance Monitoring and Reporting	18.5
HPE1.1.20 Efficiency and Effectiveness Standardization, Methodology and Reporting, and Cost Accounting and Cost Recovery Implementation	18.2
HPE1.1.12 Implementation of Accountability Framework	18.2
HPE1.1.8 Service Management (Phase 2 and 3)	18.0
HPE1.1.22 Implementation of Connection, Access, Respect, Empowerment (i-CARE) Strategy	17.3
HPE1.1.1 Enterprise Risk Management Platform	16.8
HPE1.1.6 Quantum ERP Evolution	16.0
HPE1.1.14 Implementation of Strategic Workforce Planning	15.3
HPE1.1.18 Design and Implement Third Party (Outsourcing) Framework	15.0
HPE1.1.17 Establish Anti-Fraud and Anti-Corruption Programme	14.8
HPE1.1.3 Competency Framework (Technical)	14.8
HPE1.1.38 HR Digitalization of Records	14.8
HPE1.1.25 Implement the Pathway to Zero Trust Architecture (ZTA)	14.7
HPE1.1.40 Portfolio Project Management (PPM) Tool	14.7
HPE1.1.41 Supporting ICAO Multilingualism with AI-Powered Language Services	13.2
HPE1.1.30 Privileged Access Management (PAM)/Identity Access Management (IAM) implementation	12.7

HPE1.1.34 Migration of Secure Portal to SharePoint Online, Teams and CRM	12.7
HPE1.1.31 Endpoint Protection Support	12.5
HPE1.1.5 Design and Implement Succession Planning	12.5
HPE1.1.9 EBPM Evolution (including knowledge management)	12.5
HPE1.1.29 Disaster Recovery Updating and Backup Strategy	12.3
HPE1.1.33 Artificial Intelligence Powered Processes	12.2
HPE1.1.21 Design and Development of Revenue Generating Data Analytics and Reporting	12.0
HPE1.1.37 HR Branch Organizational Design	11.7
HPE1.1.39 HR Policy Refinement	11.3
HPE1.1.32 Network Enhancement	11.2
HPE1.1.36 Culture Transformation – Living the Culture	10.8
HPE1.1.4 Implement Talent Mobility Policy and Establish Talent Marketplace	10.3
HPE1.1.35 Event Management System	10.3

Appendix C - Continuous Organizational Improvement Funded Projects

Triennial Operating Plan Code and Project Title
HPE1.1.2 Customer Relations Management (Customer Service, Resource Mobilization, States Data Management, 360 Customer Profiles)
HPE1.1.13 SARPs/DMS Implementation
HPE1.1.41 Supporting ICAO Multilingualism with AI-Powered Language Services
HPE1.1.43 CDI FFPO Project Phase 2 (Implementation and Operationalization)