



ICAO



High Priority Enabler

CONTINUOUS ORGANIZATIONAL IMPROVEMENT (COI) PROGRAMME

2026-2028



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

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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 approved Regular Budget not allocating funds to the COI programme, the Organization invites voluntary contributions from Member States in the form of voluntary financial contributions 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) focuses 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, ICT & Digitalization, Information Security, Financial Sustainability, Multilingualism, Governance and Accountability, and Business Operations and process management.

The COI programme will deliver projects and initiatives 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 appendix; 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.

This document presents the implementation plan for the COI programme; the extent of implementation will depend on the available resources, and the priorities of projects which are endorsed by the SPMO project governance based on business cases, cost benefit analyses, and expected benefits and efficiencies. The COI programme implementation progress and status will be reported as part of the Business Plan implementation reporting.

In addition, the COI 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 represents 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 ensures functional alignment, enabling effective implementation.

The SOM is shown at three levels, which align people, systems, and processes, ensuring core operations and processes work from end to end. It complements and will, in time, fully integrate with the Enterprise Business Process Management (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) system evolution, Enterprise Management Information (EMI) system 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 December 2025. 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 improvement area serves as its own strategy for specific improvement initiatives, with the COI Programme presented in this coherent document to ensure strategic alignment and a unified organizational view.

The Strategic Portfolio Management Office (SPMO) leads and coordinates the COI Programme, with the Chief Strategic Portfolio Management as the COI Output Manager and the Continuous Organizational Improvement Officer as the COI Programme Manager, and each improvement area 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 aviation-facing Artificial Intelligence (AI), Gender Equality, and Next Generation of Aviation Professionals (NGAP) are not included in the 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

Human Resources Branch, Bureau of Administration and Services

Introduction

Following the successful implementation of the People First Strategy 2023–2025, 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).

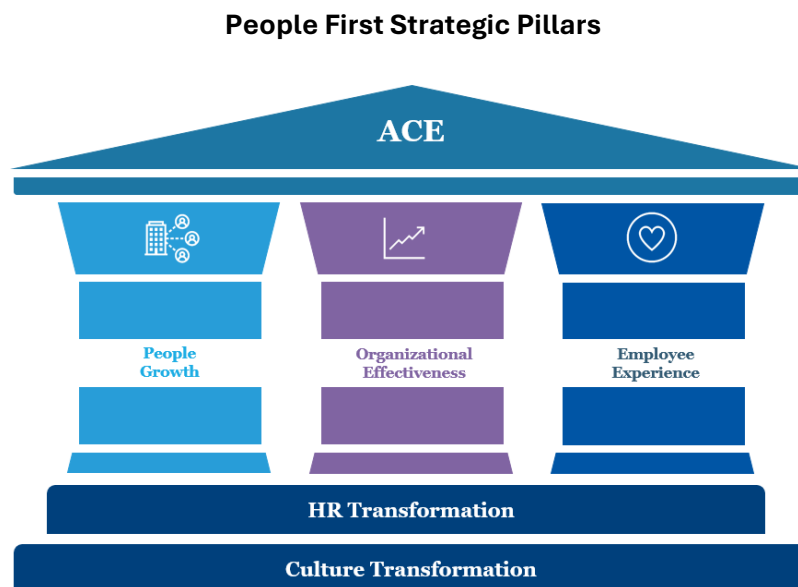


Figure 2

- ❖ **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.

1.1 Design and Implementation of a Technical Competency Framework

ICAO will expand its Competency Framework to include technical competencies, addressing a key gap in how the Organization defines and manages workforce capability. While ICAO applies the United Nations Competency Framework for core and managerial competencies, it lacks an organization-wide framework for the technical knowledge, skills and abilities required across functions, job families, Bureaus and Regional Offices.

The Technical Competency Framework will define technical competencies, proficiency levels, behavioural indicators and governance arrangements tailored to ICAO's mandate. Developed with specialized external expertise and input from Bureaus, Regional Offices, managers and subject-matter experts, it will provide a common basis for strategic workforce planning, recruitment, learning and development, performance management, career development and succession planning. This will strengthen ICAO's ability to identify capability gaps, target development efforts and build a more agile, skilled and future-ready workforce aligned with the Strategic Plan 2026–2050.

The delivery of this project will be enabled through the following resourcing arrangements:

- Dedicated support from an in-house consultant to coordinate and consolidate inputs from internal stakeholders, facilitate cross-functional engagement, and ensure that ICAO-specific operational requirements are reflected throughout the design process; and
- Specialized advisory expertise from an external consulting firm with demonstrated knowledge and experience in competency framework design, workforce capability modelling, and organizational capability development.

1.2 Implement Talent Mobility Policy and Establish Talent Marketplace

Building on the revised Talent Mobility Policy and successful mobility and career-development pilots undertaken in 2025, ICAO will institutionalize talent mobility as a durable, organization-wide capability. The initiative will help ICAO identify, develop and deploy internal talent more effectively, reducing reliance on informal networks and improving visibility of staff skills, aspirations and available opportunities.

The project will consolidate proven mobility and career-development offerings, including short- and medium-term assignments, mentoring, career talks, individual consultations and career-development resources, while introducing a digital Talent Marketplace to connect personnel capabilities with organizational priorities. It will also assess the feasibility of lateral and rotational mobility within ICAO's governance framework and specialized technical context.

This initiative will strengthen workforce agility, transparency, equity and employee engagement, while supporting a more people-centred and future-ready approach to career development and talent deployment across ICAO.

This project will be delivered through distinct, yet interdependent sub-requirements:

- dedicated support from an internal consultant to coordinate and operationalize the full talent mobility implementation agenda, including policy operationalization, consolidation of mobility and career-development products, stakeholder engagement, feasibility assessment of lateral and rotational mobility, change management, implementation planning, monitoring and sustained adoption across ICAO**; and

- Implementation of a Talent Marketplace platform to provide a structured digital mechanism for capturing internal capabilities, aspirations and opportunities, enabling more transparent opportunity matching, supporting talent deployment and reinforcing a more agile, equitable and organization-wide approach to talent mobility.

** This reflects an initial resourcing requirement to enable coordination and implementation during the foundational phase. Talent mobility is, however, a continuing organization-wide function rather than a discrete consultancy assignment. The longer-term intent is to establish a dedicated internal talent mobility capacity, comprising a small team of two to three staff members, to sustain the foundational work, embed the related processes and ensure the initiative realizes its full organizational benefits.

1.3 Design and Implementation of a Succession Planning Framework

ICAO will design and implement a succession planning framework to strengthen organizational continuity, leadership readiness and long-term workforce resilience. At present, ICAO does not have a formal framework for identifying critical roles, assessing internal talent readiness, or supporting targeted development for future leadership and specialized roles. This creates continuity risk and limits visibility of the Organization's internal talent pipeline.

The initiative will establish a succession planning model calibrated to ICAO's organizational maturity, governance environment and staff rules. It will define critical roles and related competency requirements, introduce a repeatable talent review process, and support structured assessment and development for targeted professional and leadership cohorts. The approach will remain developmental in nature and will not replace or create parallel selection or promotion mechanisms.

Through a phased implementation approach, the framework will help ICAO reduce succession risk, strengthen leadership readiness, improve staff development planning and embed a sustainable annual talent review cycle into HR business-as-usual practices.

This project will be delivered in four successive phases:

- dedicated support from an in-house consultant to coordinate the end-to-end design, governance and phased implementation of the succession planning framework, including stakeholder engagement, critical-role identification, succession risk analysis, methodology development, talent review design, implementation sequencing and integration with related HR processes;
- procurement and deployment of a talent assessment tool to support consistent, evidence-based evaluation of readiness, potential, capability and development needs for targeted professional, leadership, specialized and critical-role cohorts;
- procurement and deployment of a skills and competency platform to capture, consolidate and maintain reliable talent data, enabling visibility of internal capability, competency alignment, succession depth, development priorities and organizational resilience risks across ICAO; and
- development of supporting procedures, communications, guidance materials, reporting mechanisms and change management activities to embed succession planning as a sustainable annual talent review cycle within HR business-as-usual practices, while preserving its developmental purpose and alignment with ICAO's staff rules and governance framework.

1.4 Implementation of Strategic Workforce Planning

ICAO will operationalize strategic workforce planning to strengthen its ability to anticipate future capability needs and align workforce decisions with organizational priorities. A Strategic Workforce Planning framework was developed during the previous triennium, but it still requires adaptation to ICAO's organizational structure, workforce profile, planning cycles, and operating environment. Implementation will be sequenced with key dependencies, including Fit for Purpose Organization work, the Organizational Design Manual, and the integration of technical competencies into the Competency Framework.

The initiative will first build the foundations for sustainable workforce planning by adapting the existing framework, establishing dedicated workforce planning capacity within HR, strengthening workforce analytics, assessing HR data quality, and implementing a fit-for-purpose planning platform linked to ICAO's HR systems. Once organizational design prerequisites are sufficiently stable, ICAO will conduct bureau-level demand modelling and capability gap analysis to inform recruitment, learning, mobility, succession planning and broader organizational planning decisions. This will help ICAO move from reactive staffing decisions toward proactive, data-driven workforce management, strengthening HR's strategic advisory role and improving visibility of future workforce risks, capability gaps and resource needs aligned with the Strategic Plan 2026–2050.

This project will be established through:

- engagement of a dedicated strategic workforce planning consultant to lead and coordinate the end-to-end operationalization of ICAO's workforce planning capability, including adaptation of the existing framework to ICAO's structure and planning cycles; development of workforce planning methodologies, tools, templates, data standards and guidance; facilitation of Bureau and Office engagement; assessment of workforce data quality and analytics requirements; design of demand modelling and capability gap-analysis approaches; integration with organizational design, recruitment, learning, mobility, succession planning and budget/resource planning processes; preparation of implementation roadmaps, training materials and change management activities; and support for the establishment of sustainable internal HR capacity to embed strategic workforce planning as a recurring organizational practice;
- procurement and deployment of a fit-for-purpose workforce planning platform, integrated where feasible with ICAO's HR systems, to improve workforce data quality, scenario planning, reporting and visibility of workforce risks, capability gaps and future resource requirements; and
- development of supporting governance arrangements, planning guidance, data standards and implementation processes to ensure workforce planning is embedded as a repeatable, evidence-based practice aligned with organizational design, recruitment, learning, mobility, succession planning and budget/resource planning cycles.

Strategic Workforce Planning Framework



Figure 3

1.5 Organizational Alignment – HR People-Transition & Realignment Support

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 restructuring of the Capacity Development and Implementation Bureau, restructuring 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.

1.6 Fit for Purpose Organization – CDI

Building on the organization-wide Fit for Purpose Organization assessment completed in 2025, CDI will implement and operationalize its agreed future organizational design. The project will translate the baseline design into a detailed three-pillar structure, confirming sections, roles, reporting lines, staffing requirements and process changes needed to support CDI's expanded mandate.

Implementation will focus on role mapping, revised job descriptions, capability assessment, targeted recruitment and development, updated workflows, change readiness, and structured communications with affected personnel. These actions will support clearer accountabilities, reduced duplication and improved coordination with Bureaus and Regional Offices.

Once implemented, the new structure is expected to make CDI more responsive, integrated and sustainable in delivering capacity development and implementation support to Member States,

while maintaining operational continuity and carefully managing staff transition, knowledge retention and service delivery risks.

1.7 Fit for Purpose Organization – ATB and ANB

ICAO will undertake a detailed Fit for Purpose Organization assessment of the Air Transport Bureau and Air Navigation Bureau to strengthen alignment with the Strategic Plan 2026–2050 and enhance ICAO’s core aviation-related technical work. Building on the 2025 macro-level organizational design assessment, the project will examine current structures, mandates, roles, layers, spans and potential duplication to identify synergies, efficiency gains and opportunities for improved operational effectiveness while maintaining the approved macro structure.

Delivered with specialist consultancy support and in close collaboration with ATB and ANB leadership, the assessment will include deep-dive analysis, stakeholder engagement, co-creation of a Target Operating Model, detailed organizational design, cost-benefit analysis and a modular implementation plan. It will distinguish elements already fit for purpose from areas where targeted adjustments could improve consistency, accountability, collaboration and efficiency.

The project will not approve or implement structural changes directly; it will provide evidence-based recommendations and decision-ready options for the Secretary General and Bureau leadership, with any future transition supported by clear analysis of benefits, risks, resource implications and change management requirements.

1.8 Implementation of Connection, Access, Respect, Empowerment (i-CARE) Strategy

ICAO will implement the Connection, Access, Respect and Empowerment Strategy, known as i-CARE, to strengthen inclusion, belonging, equitable opportunity and respectful workplace practices across the Secretariat. Building on the People First Strategy 2023–2025 and the DEI work initiated under the Transformational Objective, i-CARE provides a practical framework for embedding inclusive practices across the employee lifecycle and supporting the Strategic Plan 2026–2050 priority on Gender Equality and Attracting New Talent to Aviation.

The initiative will focus on three objectives: creating an inclusive workplace where personnel feel welcomed, valued and supported; improving diverse representation through inclusive recruitment, retention and advancement; and strengthening partnerships that promote aviation careers and talent development. Implementation will emphasize areas within the Human Resources Branch’s mandate, including inclusive recruitment, leadership accountability, learning and development, employee engagement, performance management, flexible and respectful workplace practices, gender equality and disability inclusion.

By implementing i-CARE, ICAO will strengthen inclusive leadership, improve performance against relevant UN accountability frameworks, enhance staff engagement and ownership, and support a more equitable and enabling workplace culture. It will also contribute to attracting, developing and retaining diverse talent, while reinforcing ICAO’s commitment to a people-centred and future-ready Organization.

1.9 Culture Transformation – Living the Culture

ICAO will continue the next phase of its Culture Transformation initiative to embed and sustain the desired culture defined in the ICAO Culture Blueprint. Building on the foundational work completed during the previous triennium — including the culture baseline, Culture Blueprint, Culture Change Accelerators and Culture Pulse Survey — the 2026–2028 phase will focus on moving from awareness to sustained adoption of the desired behaviours across the Organization.

Culture transformation is a shared responsibility. The HR Branch will continue to act as an enabler and integrator, working with senior leaders, Culture Shift Sponsors, Culture Change Accelerator owners and Culture Ambassadors to operationalize agreed culture actions. Implementation will focus on leadership and people management capability, culture-focused learning and engagement, collaboration and team effectiveness, accountability for desired behaviours, and regular pulse checks to monitor progress.

This initiative will help ICAO protect the investment made in the foundational phase and embed the Culture Blueprint into everyday ways of working. It will support stronger employee engagement, leadership effectiveness, collaboration, accountability and organizational performance, while reinforcing a more inclusive, values-driven and future-ready ICAO.

This project will involve:

- engagement of a dedicated consultant to provide overall coordination, implementation discipline and technical support for the next phase of culture transformation, including detailed planning, stakeholder engagement, alignment of culture initiatives, coordination with Culture Shift Sponsors and Culture Ambassadors, and consolidation of monitoring, reporting of the culture change accelerators and lessons learned;
- implementation of leadership and people management interventions that reinforce the desired culture and strengthen accountability for expected behaviours;
- delivery of culture-focused engagement and communication activities to deepen understanding, ownership and adoption of the Culture Blueprint;
- strengthening of collaboration, team effectiveness and cross-functional working mechanisms to embed the desired culture in day-to-day operations;
- continued mobilization of Culture Shift Sponsors, Culture Change Accelerator owners and Culture Ambassadors to sustain momentum and enable distributed ownership of culture change; and
- regular Culture Pulse Survey check-ins and related feedback mechanisms to monitor progress, assess adoption, identify barriers and support continuous improvement.

ICAO's Culture Blueprint

ICAO VISION: A safe, secure and sustainable global aviation system that connects the world for the benefit of all nations and people		
BUSINESS STRATEGY: Every Flight is Safe and Secure; Aviation is Environmentally Sustainable; Aviation Delivers Seamless, Accessible, and Reliable Mobility for All; No Country Left Behind; The International Civil Aviation Convention and other Treaties, Laws and Regulations address all Challenges; The Economic Development of Air Transport Assures the Delivery of Economic Prosperity and Societal Well-Being for All		
CULTURE VISION: Transformational Objective Vision Statement		
CULTURE SHIFTS: ALIGNING CULTURE TO STRATEGY		
ACCOUNTABILITY FROM Inconsistent and silent expectations TO Consistent and clear standards	COLLABORATION FROM Us vs them TO One ICAO	PEOPLE FOCUS FROM Just do TO Mindful action
BEHAVIORS: THE WAYS OF WORKING		
- Say no to things we know we can't deliver on - Deliver on what we say we're going to do - Make feedback giving standard practice so it becomes second nature - Recognize each other for excellent contribution & performance and directly address poor performance - Empower individuals and teams to make the decisions they are best qualified to make	- Understand one another's needs and work cooperatively towards shared objectives - Think One ICAO. Think bigger than oneself. - Base decisions on an "One ICAO" first mindset - Create a free flow of information between layers that accelerates decision making and reduces time to action - Admit mistakes and learn from them	- Regularly reprioritize to ensure people's well being - Make more direct connections between what motivates people and ICAO's goals - Engage meaningfully with input from all colleagues, regardless of level - Take advantage of learning opportunities grounded in the skills needed for the future - Create greater clarity on goals and objectives

Figure 4

These initiatives are mutually reinforcing: technical competencies provide the capability language for workforce planning, succession planning and mobility; the HRBP model strengthens advisory support to Bureaux and Offices; and process automation improves the employee service experience. Implementation will therefore be sequenced to manage dependencies and support sustainable adoption.

1.10 HR Branch Organizational Design

To support a people-first approach and strengthen the Human Resources Branch as a strategic enabler, ICAO will implement a phased transformation of its HR operating model. Building on recommendations from the 2024 organizational review, the initiative will transition HR from a primarily transactional service model toward a more strategic Human Resources Business Partner (HRBP) approach, enhancing its ability to support organizational effectiveness, workforce planning and talent management.

The initiative will establish a fit-for-purpose HRBP operating model, strengthen specialist capability within HR, develop strategic advisory capacity, and review HR service delivery options to improve efficiency and service quality. Implementation will be phased to ensure sustainable adoption while maintaining continuity of HR operations. This initiative will strengthen HR's role as a strategic partner to Bureaux and Offices, improve the quality and consistency of HR services, enhance workforce planning and organizational development capability, and support a more agile and future-ready ICAO.

This project will be run in the following sub-phases:

- refinement and validation of the future HR operating model, including the HR Business Partner model and the related advisory, specialist and transactional service-delivery components;
- design of the roles, capabilities, accountabilities and governance arrangements required to operationalize the future HR model and strengthen strategic advisory capacity;
- assessment of HR service-delivery options, including opportunities to improve efficiency, quality, consistency, responsiveness and alignment with ICAO's evolving organizational needs;
- development of implementation, change management and transition arrangements to support adoption while preserving continuity of HR operations; and
- phased implementation (including resourcing) and capability building to embed HR's role as a strategic partner to Bureaux and Offices and enable a more responsive, future-ready HR function.

1.11 HR Digitalization of Records and Processes

ICAO will continue the digitalization of HR records to modernize the way personnel records are created, stored, retrieved, protected and used to support HR service delivery. The current reliance on historical paper records and fragmented repositories limits efficient access to information, increases manual effort and creates avoidable risks related to completeness, retention, security and auditability.

The initiative will support the progressive conversion, classification and secure management of HR records, together with improvements to records governance, access controls, retention practices and integration with relevant HR systems where feasible. This will improve the timeliness and reliability of HR services, strengthen information governance, reduce administrative burden and provide a stronger foundation for digital HR operations and evidence-based workforce management.

As part of this broader digitalization agenda, HR will also prioritize selected process automation initiatives, including the Home Leave Request and Annual Dependency Benefits Review processes. Digital workflows for these high-volume and entitlement-based services will reduce manual routing and email-based coordination, improve transparency for personnel and managers, strengthen controls over entitlement verification and compliance, and enhance data quality, reporting and end-to-end visibility across HR, travel and finance stakeholders.

1.12 HR Policy Refinement

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.

1.13 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.

1.14 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.

1.15 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.

1.16 Other Initiatives

There are additional initiatives identified which will be assessed and potentially proposed to stand up during the 2029–2031 triennium if not possible to implement during the 2026 – 2028 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.

2. Internal Communications Improvement

Communications Unit, Legal Affairs and External Relations Bureau

Introduction

To build on progress made in the previous triennium, the Communications Unit will continue its efforts to enhance internal communications in support of ICAO personnel. While a dedicated internal communications plan has not yet been established, initial activities will focus on enhancing awareness, engagement, and information-sharing by aligning internal communications with the strategic priorities and content developed under the communications plan for external audiences. Through the sharing and adaptation of appropriate external communications materials for internal audiences, personnel will have greater visibility into ICAO's outreach activities. This approach will help foster a more informed and connected workforce while laying the foundation for a more structured and comprehensive internal communications framework in the future.

Improvements to external communications may also be considered during the triennium and will be captured in a future revision of this COI Programme Document.

2.1 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.

2.2 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.

2.3 Corporate Identity

COM will act as a partner to Bureaus and Offices to align ICAO's corporate identity through ICAO's updated brand guidelines. Maintaining a cohesive look and feel across social media, campaigns,

publications, events, and other communications products, while providing support for the consistent application of ICAO's visual identity, will strengthen both internal and external communications.

At present, ICAO does not have a comprehensive brand identity management framework or dedicated resources to support its implementation across the Organization. As an initial step, COM will work collaboratively with Bureaus and Offices to promote greater consistency in the application of existing branding elements and visual standards across communications activities. This approach will support a more recognizable and consistent organizational presence while taking into account existing resource constraints.

2.4 Developing Foundational Corporate Communications Assets

During the triennium, COM will seek opportunities to develop foundational corporate communications materials that can be used across the Organization. Currently, ICAO has a very small inventory of reusable corporate communications assets and visual materials to support the explanation and promotion of its mandate, aspirations and strategic goals, programmes, and global impact. Expanding the availability of these resources would strengthen the Organization's ability to communicate complex technical subjects and support outreach activities across a wide range of audiences and platforms.

Where resources permit, COM will support the development of general corporate materials, including templates, presentations, infographics, visual explainers, and other communications products that help illustrate ICAO's work in a clear, accessible, and engaging manner.

2.5 Supporting a Stronger ICAO Presence

The availability of shared corporate materials and visual resources will enable more effective communications across Bureaus, Offices, and Regional Offices while helping stakeholders better understand ICAO's role and contributions to international aviation. These resources will support outreach, stakeholder engagement, and awareness-raising activities by providing clear and accessible tools that can be adapted for a variety of audiences and communications channels.

Recognizing the absence of a formal corporate identity programme, COM will use the triennium to identify opportunities, requirements, and best practices that could inform the future development of a more structured corporate identity framework. As communications needs evolve and resources permit, further enhancements to ICAO's corporate identity approach may be considered and reflected in future revisions of this COI Programme Document.

3. Ethics Enablement and Conflict Resolution Improvement

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.

3.1 Financial Disclosure Digitalization

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

3.2 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.

3.3 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 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 securing additional resources to develop shorter refresher courses for each of the topics covered.

3.4 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 into 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.

3.5 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.

4. Information and Communications Technology and Digitalization Improvement

Information Management Services Branch, Bureau of Administration and Services

Introduction

The 2026–2028 period marks the next stage in ICAO’s digital transformation journey, moving from foundational implementation toward integrated, secure and user-centred digital services. Building on the ICT Strategy 2022–2025, the focus will shift to integrate Artificial Intelligence in ICAO architecture and further embedding recently delivered capabilities into daily operations, strengthening enterprise integration, improving service quality, and enabling more efficient, data-driven ways of working across the Organization.

This strategy is coordinated with the Information Security Improvement Strategy. Together, these strategies will support a synchronized approach to digital modernization, while preserving the respective accountabilities of ICT and Information Security.

Under the COI Programme, ICT initiatives will be implemented not only as discrete projects, but as part of a coherent modernization agenda. This will help ICAO improve the reliability and integration of its digital ecosystem, reduce manual and fragmented processes, strengthen trusted data for reporting and decision-making, and provide secure, efficient and user-friendly services for personnel, Member States and external stakeholders.

The sequencing of activities will follow the ICT Roadmap 2026–2028 and will be reviewed periodically to reflect delivery progress, dependencies, resource availability and emerging organizational priorities.

ICAO’s ICT and digitalization improvement agenda is structured around four priority areas:

1. Integrating ICAO Cloud Architecture
2. Adopting a User-Centric Approach
3. Fostering Innovation and New Technologies
4. Building a Zero Trust Framework and Ensuring Cybersecurity Resilience

4.1 Unified Event Management Solution

ICAO will implement a Unified Event Management Solution to streamline the planning, delivery and follow-up of meetings, conferences, workshops and other events. The solution will support key functions such as registration, participant management, communications, badging, access control, reporting and integration with related platforms, including the ICAO Event App, CRIM, CRM and building access systems.

By consolidating event management into a single, integrated approach, ICAO will reduce manual work, improve data quality, strengthen security and provide a more consistent experience for organizers, participants, Member States and external stakeholders. This initiative will support digital transformation, operational efficiency and more coordinated service delivery across ICAO.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.2 Unified and Integrated Customer Relationship Management

ICAO will continue to evolve its Customer Relationship Management capability to provide a more unified and integrated view of its interactions with Member States, partners, customers and other stakeholders. The initiative will consolidate customer-related data, strengthen 360-degree stakeholder profiles, and support more coordinated engagement across customer service, resource mobilization, State data management and external-facing business processes.

By integrating CRM with key enterprise platforms, including Quantum ERP, event management, ICAO Store, TPEMS and other relevant systems, ICAO will reduce data duplication, improve information quality and enable a more consistent customer experience. This initiative will support enterprise systems integration, trusted data for decision-making, improved service delivery and a more coordinated One ICAO approach to stakeholder engagement.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority area.

4.3 Enterprise Resource Planning Evolution

ICAO will continue to evolve its Enterprise Resource Planning, Quantum, in line with the ICT Roadmap 2026–2028. This work will focus on improving enterprise systems integration, including CRM, DMS, trusted data, user-centric digital services, more efficient processes across finance, procurement, human resources, project management, and eliminating existing bottlenecks. By extending and enhancing Quantum, ICAO will reduce rework and manual effort, improve data quality, strengthen controls, and provide better capabilities to support transactions across the Organization.

These projects will help ICT deliver the first (Integrating ICAO Cloud Architecture) priority area.

4.3.1 ERP Evolution – Time Recording Implementation

ICAO will implement a digital timesheet solution to improve the recording, validation, and reporting of personnel time across relevant activities, projects and services, by replacing manual or fragmented time-tracking practices with a standardized universal approach.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.3.2 ERP Evolution – UNGM Integration

ICAO will integrate Quantum with the United Nations Global Marketplace (UNGM) to enable seamless integration between the UN's global vendor registration platform and Quantum ERP, eliminating manual data entry and reducing inconsistencies in supplier information. By synchronizing validated vendor data directly from UNGM into Quantum, the interface improves procurement efficiency, strengthens compliance and risk controls, and ensures the use of eligible and vetted suppliers. This automation enhances data quality, transparency, and audit readiness while supporting UN system-wide harmonization and digital transformation objectives.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.3.3 ERP Evolution – UNJSPF Integration

This will enhance ICAO's data exchange and communication with the UNJSPF, which in turn, will improve service delivery. A direct interface will enable accurate and timely exchange of personnel, payroll, and contribution data between the ERP and the UN Joint Staff Pension Fund. Automating this integration reduces manual processing and reconciliation, minimizes errors in pensionable earnings and contributions, and strengthens compliance with UNJSPF reporting requirements. The interface improves data integrity, operational efficiency, and audit readiness while ensuring that staff pension records are complete, consistent, and up to date across both systems.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.3.4 ERP Evolution – Overtime Solution Implementation

ICAO will implement a digital overtime solution to standardize and streamline the request, approval, recording and reporting of overtime across the Organization. By replacing manual or fragmented overtime processes with a consistent digital approach, ICAO will improve transparency, reduce administrative effort, strengthen controls and enable more accurate reporting on overtime utilization and related costs.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.3.5 ERP Evolution – QBS Enhancement

ICAO will enhance the QBS platform to improve the efficiency, usability and reliability of business processes supported by the system. In line with the ICT Roadmap 2026–2028, the initiative will support cloud-enabled modernization, enterprise systems integration, user-centric services and trusted data for reporting and decision-making.

The enhancement will focus on streamlining workflows, reducing manual interventions, improving data quality and strengthening integration with relevant enterprise platforms, including Quantum ERP and corporate reporting tools. By modernizing QBS capabilities, ICAO will improve operational efficiency, strengthen transparency and controls, and support more consistent service delivery for business users across the Organization.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.4 Disaster Recovery & Backup Enhancement

ICAO will evolve its disaster recovery and backup capabilities to strengthen operational resilience, protect critical systems and data, and ensure timely recovery from disruptions, cyber incidents or service outages. The enhancement will focus on updating recovery strategies, improving backup coverage, defining recovery priorities, testing restoration procedures and aligning disaster recovery arrangements with critical business processes and enterprise platforms. By strengthening these capabilities, ICAO will reduce operational risk, improve continuity of services, support ISO 27001-aligned practices and enhance confidence in the availability, integrity and recoverability of organizational information and digital services.

This project will help ICT deliver the fourth (Building a Zero Trust Framework and Ensuring Cybersecurity Resilience) priority area.

4.5 Digital Skills and User Enablement

Successful digital transformation requires personnel to have the confidence, knowledge, and support needed to use enterprise tools effectively. During the triennium, ICT will strengthen user enablement through micro-training, digital champions across Headquarters and Regional Offices, targeted communications, and practical guidance on tools such as Microsoft 365, Power BI, Power Platform, ServiceNow/UNall, CRM, DMS, and other enterprise platforms. This will support stronger adoption, reduce reliance on manual workarounds, and help personnel make better use of trusted digital services.

This project will help ICT deliver the second (Adopting a User-Centric Approach) priority area.

4.6 Implement Data Protection and Privacy

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

Implementation will ensure clear accountability, risk-based prioritization and consistent oversight. The initiative will operationalize privacy by design and default, data minimization, retention governance, breach management and accountability through policies, procedures, assurance mechanisms and proportionate Privacy Impact Assessments.

By strengthening personal data management across collection, use, retention and deletion, and by aligning privacy incident response with existing security practices, ICAO will improve compliance, auditability and institutional trust. Training and awareness will reinforce shared responsibility for safeguarding personal data and support responsible digital transformation across the Organization.

This project will help ICT deliver the fourth (Building a Zero Trust Framework and Ensuring Cybersecurity Resilience) priority area.

4.7 Privileged Access Management (PAM)

ICAO will implement Privileged Access Management to strengthen control over administrative and elevated access to critical systems, platforms, infrastructure and data. In line with the ICT Roadmap 2026–2028 and the Information Security Roadmap, the project will support cybersecurity resilience, Zero Trust implementation, trusted data protection and ISO 27001-aligned security controls.

The implementation will focus on enforcing least-privilege access, securing privileged accounts, improving monitoring and session oversight, strengthening credential protection, and standardizing privileged access request, approval, review and removal processes. By enhancing PAM capabilities, ICAO will reduce the risk of unauthorized or excessive administrative access, improve auditability, strengthen accountability for high-risk access, and provide a stronger foundation for secure management of cloud services, enterprise platforms, devices and organizational data.

This project will help ICT deliver the fourth (Building a Zero Trust Framework and Ensuring Cybersecurity Resilience) priority area.

4.8 Identity Access Management (IAM) Implementation

ICAO will implement Identity Access Management to strengthen the governance, lifecycle management and secure use of digital identities across the Organization. In line with the ICT Roadmap 2026–2028 and the Information Security Roadmap, the project will support secure user-centric digital services, enterprise integration, trusted data protection and Zero Trust implementation.

The implementation will focus on strengthening identity governance, standardizing access request, approval, review and removal processes, improving joiner-mover-leaver controls, supporting role-based access models, and integrating identity controls across cloud services, enterprise platforms and organizational data repositories. By enhancing IAM capabilities, ICAO will reduce the risk of unauthorized access, improve auditability, streamline user access administration, and provide a stronger foundation for secure and efficient access to digital services.

This project will help ICT deliver the fourth (Building a Zero Trust Framework and Ensuring Cybersecurity Resilience) priority area.

4.9 ICAO Digital Publications Distribution Platform

ICAO will implement a unified digital publications distribution platform to replace the current ICAO eLibrary and ICAO-NET environments with a single, secure and sustainable SaaS solution. The platform will provide reliable global access to ICAO publications, standards, guidance material and official documentation for Member States, institutional users and the broader aviation community, while ensuring service continuity during migration from the existing platforms.

The initiative will consolidate more than 100,000 registered users and existing publication content into one integrated platform, supported by stronger access control, improved discoverability, multilingual user experience and integration with relevant ICAO enterprise systems, including the Document Management System. By replacing two aging legacy platforms with a modern digital distribution environment, ICAO will reduce operational and lifecycle risk, improve efficiency, strengthen information governance and support equitable access to critical aviation information in line with the No Country Left Behind initiative.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.10 ICAO Transparency Portal

ICAO will develop and implement a Transparency Portal to provide a centralized, secure and user-friendly digital access point for selected corporate information, reports and performance-related data. The portal will support ICAO's commitment to transparency, accountability and evidence-based engagement by making approved information easier to find, understand and use by Member States, governing bodies, personnel and other authorized stakeholders.

The initiative will consolidate relevant information from approved ICAO systems and reporting sources, including performance, programme, project, financial and governance-related data, while

respecting applicable access controls, confidentiality requirements, data protection obligations and information security standards. It will promote a single, authoritative channel for transparency-related content, reducing fragmentation across websites, documents, dashboards and ad hoc information requests.

By improving access to trusted and timely information, the Transparency Portal will strengthen organizational accountability, support informed decision-making, reduce manual reporting effort and enhance stakeholder confidence in ICAO's results, operations and use of resources. The project will contribute to enterprise systems integration, user-centric digital service delivery, trusted data management and a more open, accountable and digitally enabled ICAO.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture) and the second (Adopting a User-Centric Approach) priority areas.

4.11 ICAO Secure Portal Enhancement

ICAO will enhance the Secure Portal to provide a modern, secure and user-friendly digital environment for collaboration and information exchange with Member States, governing bodies and other authorized stakeholders. The initiative will support the migration of portal capabilities to approved cloud-based platforms, including SharePoint Online, Teams and CRM, while strengthening access controls, content governance, usability and integration with enterprise systems.

By replacing legacy portal components and streamlining external-facing collaboration spaces, ICAO will reduce reliance on fragmented tools, improve the reliability and traceability of information sharing, and provide stakeholders with more consistent access to approved content and services. The enhancement will contribute to cloud modernization, secure digital engagement, improved service delivery and a stronger foundation for future stakeholder-facing digital capabilities.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture), the second (Adopting a User-Centric Approach) and the third (Fostering Innovation and New Technologies) priority areas.

4.12 Migration of ICAO Systems to Cloud

ICAO will continue migrating suitable systems, services and data repositories to approved cloud platforms to modernize its digital environment, reduce reliance on legacy infrastructure and improve scalability, resilience and service availability. This initiative will support the transition from fragmented on-premises applications and siloed repositories toward secure, integrated and maintainable cloud-based solutions aligned with ICAO's ICT Roadmap, enterprise architecture and information security requirements.

The migration will be prioritized based on business value, technical readiness, cybersecurity risk, data sensitivity, integration needs and lifecycle considerations. It will include assessment, remediation, migration planning, data cleansing, integration with enterprise platforms, user transition and controlled decommissioning of legacy components. By moving appropriate systems to cloud-enabled architectures, ICAO will reduce operational and maintenance risks, improve system performance and accessibility, strengthen business continuity and provide a more flexible foundation for digital services, analytics, automation and future innovation.

This project will help ICT deliver the first (Integrating ICAO Cloud Architecture), the second (Adopting a User-Centric Approach) and the third (Fostering Innovation and New Technologies) priority areas.

4.13 Development and Enhancement of BI Reports

ICAO will continue to develop and enhance Business Intelligence reports to strengthen data-driven decision-making, performance monitoring, and operational transparency across the Organization.

Building on the BI and Enterprise Data Management foundations established during the previous triennium, including Power BI, Azure Synapse and the enterprise data warehouse, this initiative will expand reliable dashboards and reports for priority corporate functions, including performance, finance, human resources, projects, information security, events and other operational areas.

The initiative will focus on improving data quality, integrating authoritative data sources, standardizing reporting practices and supporting self-service analytics where appropriate. By providing timely, trusted and accessible reporting, ICAO will reduce manual reporting effort, improve consistency of management information, strengthen accountability and enable Bureaus, Offices and Regional Offices to monitor progress, identify risks and make evidence-based decisions more effectively.

This project will help ICT deliver the second (Adopting a User-Centric Approach) and the third (Fostering Innovation and New Technologies) priority areas.

4.14 Artificial Intelligence (AI) Architecture

ICAO will establish an enterprise AI architecture to enable the responsible, secure and scalable adoption of artificial intelligence across the Organization. This architecture will provide the technical and governance foundation for a coordinated portfolio of AI initiatives during the 2026–2028 triennium, including ICAO GPT, AI-enabled language services, intelligent document processing, AI-supported reporting, operational transaction support, productivity tools and integration with approved enterprise data sources and platforms.

Implementation will be phased and risk-based, prioritizing use cases that reduce manual effort, improve access to trusted knowledge, strengthen controls and deliver measurable efficiency gains. Common standards approved technical environments, reusable AI services, human oversight, accuracy verification, information security and data protection safeguards, training and change management will help ICAO avoid fragmented experimentation while enabling practical AI capabilities that improve productivity, multilingual service delivery, knowledge management, decision-making and operational efficiency across Bureaus, Offices and Regional Offices.

This project will help ICT deliver the second (Adopting a User-Centric Approach) and the third (Fostering Innovation and New Technologies) priority areas.

5. Information Security Improvement

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.

5.1 Data Privacy Governance Establishment

ICAO will establish a formal data protection and privacy governance framework to support responsible processing of personal data across the Organization. The framework will be anchored in the Administrative Instruction on Data Protection and Privacy, which assigns ultimate responsibility to the Secretary General, provides for the appointment or designation of a Chief Data Protection and Privacy Officer, and defines accountability for Directors, data owners, data stewards and all personnel.

The initiative will operationalize clear roles, coordination arrangements, institutional procedures, templates and registers for privacy notices, processing inventories, data-subject requests, retention, personal data breach assessment, DPIAs, third-party processing and transfers, training, monitoring and reporting. It will also ensure that privacy requirements are embedded early in business processes, ICT initiatives, procurement, cloud adoption and organizational change, consistent with privacy by design and risk-based accountability.

By formalizing governance and implementation mechanisms, ICAO will strengthen compliance, auditability and institutional trust while reducing fragmentation and legal, operational and reputational risk. The approach will support consistent decision-making, proportionate safeguards, coordinated incident response and regular reporting to senior management as ICAO advances digital transformation and responsible data use.

5.2 Implementation of Information Security Risk Treatment Plan

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.

5.3 Implement the Cyber Asset Attack Surface Management (CAASM) to Address Cyber Threats

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 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.

5.4 Implement the Pathway to Zero Trust Architecture (ZTA)

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.

5.5 Improve ICAO Cybersecurity Posture Based on the Designed Blueprint

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

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.

6.1 Funding Study

ICAO will strengthen its long-term financial sustainability by evaluating potential options for more sustainable financing structures and optimizing existing funding mechanisms. In response to Assembly Resolution A42-27 and future budget pressures, the Organization will assess its current funding portfolio, revenue streams and cost-recovery arrangements to identify opportunities to diversify funding sources, improve financial sustainability and better align resources with strategic priorities.

The initiative will evaluate and benchmark potential funding options, assess their financial viability and implementation feasibility, and identify opportunities to strengthen pricing and cost-recovery approaches for relevant ICAO services, products and data-related offerings. It will also establish governance safeguards to preserve ICAO's neutrality, transparency, accountability and independence while managing potential conflicts of interest and reputational risks.

This work will provide ICAO with a prioritized set of recommendations and implementation pathways to support sustainable financing, strengthen organizational resilience and enable the effective delivery of the Strategic Plan 2026–2050.

6.2 Financial Sustainability - Cost Recovery Service Costing and Efficiency and Effectiveness Pilot

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 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.

6.3 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.

7. Business Operations, Efficiency and Effectiveness Improvement

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.

7.1 Enterprise Management Information (EMI) Evolution

The Evolution of Enterprise Management Information (EMI) will strengthen ICAO's integrated management information capability by bringing together portfolio and project management, corporate performance monitoring and reporting, and enterprise risk management. As the umbrella for the three projects below, EMI Evolution will reduce reliance on fragmented tools, improve data consistency and traceability, and provide more reliable information for prioritization, implementation monitoring, performance reporting, risk oversight and evidence-based decision-making.

Additional EMI Evolution projects focused on financial aspects of processes and projects, among others, might be initiated during the triennium, subject to the availability of resources and agreement from concerned areas.

7.1.1 EMI Evolution – Portfolio Project Management (PPM) Tool

With the establishment of the SPMO, ICAO has an opportunity to align PPM at an enterprise level. During this triennium, a single PPM tool and streamlined and standardized processes and templates will be implemented to harness synergy and create efficiency, thereby significantly improving ICAO's PPM.

7.1.2 EMI Evolution – Corporate Performance Monitoring and Reporting Tool

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.

7.1.3 EMI Evolution – Enterprise Risk Management Platform

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.

7.2 Supporting ICAO Multilingualism with AI-Powered Language Services

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, in collaboration with other UN entities through the Common Initiative for Policy and Technical Solutions for AI-Powered Language Services under the auspices of the High-Level Committee on Management (HLCM), will develop, pilot and adopt policies, practices and tools that meet the Organization's operational requirements and support the responsible, cost-effective and scalable use of AI in translation, interpretation and related language services in support of its multilingualism mandate.

7.3 ISO 14001 Certification (Environmental Management)

ICAO Conference Services (COS) will maintain and continually improve its ISO 14001:2015-certified Environmental Management System, which applies to the provision of venue and event management services to ICAO and its clients. Through measurable objectives, performance monitoring, staff awareness, internal audits and management reviews, COS will manage the environmental impacts of its operations, improve resource efficiency and reduce its environmental footprint.

7.4 QEHSMS ISO Management System for Sustainable Event Management, Quality and Health and Safety

The integrated QEHSMS, certified to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, provides COS with a coordinated framework for delivering reliable services, meeting applicable requirements and managing operational risks. Continued modernization of the system will focus on performance monitoring, digitized workflows, staff competence, stakeholder feedback and measurable improvement actions across event coordination, registration and technical services.

7.5 Advancing Sustainable Event Management through ISO 20121 Certification

Achieving ISO 20121:2024 certification represents an important next step in strengthening the sustainability of ICAO's conference operations. Building on the existing QEHSMS, ISO 20121 is specifically designed for event sustainability and would extend COS's management approach to environmental, social and economic considerations throughout the event lifecycle. Certification would provide an internationally recognized and independently verified framework for improving resource and cost efficiency, accessibility, stakeholder and supplier engagement, accountability and measurable sustainability performance.

Achieving certification will require specialized staff training, a gap assessment, the integration of sustainability requirements into operational processes and an independent third-party assessment. This investment would reduce the risk of fragmented practices and missed opportunities for efficiency and cost savings, while enabling COS to demonstrate credible and measurable sustainability performance. ISO 20121 certification would therefore strengthen service delivery, organizational resilience and ICAO's leadership in sustainable event management.

7.6 QR Code Scanning Initiative

As part of its broader modernization efforts, LPC/ICS continues to leverage digital technologies to enhance the security, efficiency and operational management of major meetings and events. The successful implementation of the QR code-enabled access control system during the 42nd Session of the Assembly (A42) demonstrated the value of digital solutions by ensuring that only accredited participants were admitted to ICAO premises.

The solution also provided detailed attendance reporting, including participation data by Member State and participant category, supporting operational oversight and informed decision-making during high-level events, including formal voting processes. These capabilities contribute to a more secure, efficient and data-informed conference environment.

7.7 Data Products Strategy Consulting Services

ICAO will undertake a Data Products Strategy Consulting Services project to establish an evidence-based strategy for its data products and related data assets. ICAO holds unique global aviation data and standards-related information, but many existing products were developed for internal, coordination or mandate-driven purposes rather than as externally oriented services. Fragmented product ownership, governance, access controls, licensing approaches and technical readiness create risks of revenue leakage, inconsistent value propositions, security and compliance exposure, and underinvestment in high-potential assets.

Through specialized external expertise, ICAO will assess its data products against market demand, legal feasibility, data sovereignty, technical readiness, data quality, security requirements, governance arrangements and revenue potential. The work will provide senior management with a common decision framework to determine which products should be maintained, invested in, redesigned, optimized, commercialized, bundled, further assessed or discontinued, while also identifying practical new data product and licensing opportunities.

This initiative supports ICAO's financial sustainability and business operations improvement agenda by protecting and strengthening the existing Data Products and Licensing revenue base, estimated at approximately CAD 5.6 million in 2025, while identifying opportunities for future revenue growth.

It will help ICAO improve data governance, strengthen investment discipline and ensure commercialization decisions are aligned with ICAO's mandate, Member State rights, confidentiality obligations, legal authority, ICT governance, Enterprise Data Management, and CISO-related security and access-control requirements.

7.8 ICAO Common Back-Office (CBO) Establishment

ICAO will establish a Common Back-Office service model to provide selected centralized services to Montreal-based United Nations entities, in line with the UN80 Initiative and ICAO's financial sustainability objectives. Based on an assessment of ICAO's internal capacity and demand from local UN entities, priority services will include printing and external distribution, conference room rental, medical services, procurement/long-term agreements, and language interpretation services.

The model will focus on services where ICAO has existing capability, external-facing processes, scalability potential and demonstrated client demand. The development phase will define the governance, ownership and operating arrangements required for a sustainable CBO model, including service catalogues, cost and pricing models, service-level agreements and a client-service framework. Subject to approval, ICAO will launch and promote the services to improve service quality and consistency, recover costs, and generate potential surplus revenue for the Organization.

7.9 Development of Self-Paced Learning – Project Management at ICAO

ICAO will develop a self-paced learning course on Project Management at ICAO to strengthen consistent understanding and application of the Organization's Portfolio and Project Management framework. Building on the experience and feedback from two pilot courses delivered across the Organization, with participants from HQ and Regional Offices, the course provides guidance on the ICAO-specific project lifecycle, governance pathways, roles and responsibilities, templates, reporting, risk management, change control, and lessons learned.

The initiative will complement general project-management training by focusing on how projects are managed within ICAO, from initiation and endorsement through planning, implementation, monitoring, and closure. By providing scalable, on-demand learning, the self-paced course will strengthen project management capabilities across the Organization, promote greater Standardization, reduce reliance on ad hoc guidance, and improve the quality and consistency of project documentation and reporting across Bureaus, Offices and Regional Offices.

7.10 Accelerating the adoption of AI by ICAO to enhance the services provided to Member States

ICAO will accelerate the responsible adoption of artificial intelligence to improve the quality, timeliness, and accessibility of services provided to Member States. Through an ICAO AI Agent and associated tools, States will be able to access approved ICAO information more efficiently, identify pending actions, prepare for meetings, and receive targeted implementation support based on institutional knowledge.

The initiative will be implemented through a phased, user-validated approach, beginning with enabling capacity and progressing toward a tested version for Member State use. By reducing manual search and coordination effort, improving access to trusted information, and enabling scalable AI-supported services, the initiative will strengthen ICAO's ability to deliver faster, more consistent and more user-centred support to Member States.

7.11 Automation and Digitalization Initiatives

During the 2026–2028 triennium, ICAO will progressively expand the automation of work processes and digitalization of 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

Strategic Portfolio Management Office, Office of the Secretary General

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.

8.1 Implementation of Accountability Framework

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.

8.2 Development of ICAO Outsourcing Framework

ICAO will develop and implement an organization-wide Outsourcing Framework to strengthen governance, accountability and risk management for third-party service providers. As reliance on external service providers continues to grow, ICAO requires a consistent approach to evaluating, approving, monitoring and exiting outsourcing arrangements. The initiative responds to audit findings that identified gaps in governance, due diligence, risk management, assurance and oversight of outsourcing activities.

The framework will establish common definitions, governance arrangements, delegated authority, lifecycle requirements, third-party risk management controls, performance monitoring, assurance mechanisms, and exit planning requirements. It will also define minimum standards for due diligence, data protection, cybersecurity and value-for-money assessments across outsourcing arrangements.

This initiative will improve the consistency and transparency of outsourcing decisions, strengthen management of third-party and fourth-party risks, support future shared-services and digital transformation initiatives, and reinforce ICAO's governance and accountability framework.

9. Strategic Initiatives Benefiting 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.

Examples of these projects 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.

Appendix – Continuous Organizational Improvement Projects¹

Business Plan TOP Code	Project Title	Efficiency Type ²	Priority Score ³⁴	Funding Status	Implementation Status ⁵
People First Improvement					
HPE1.1.3	Design and Implementation of a Technical Competency Framework	Effectiveness Improvement	14.8	Unfunded	Initiation
HPE1.1.4	Implement Talent Mobility Policy and Establish Talent Marketplace	Effectiveness Improvement	10.3	Unfunded	Not Started
HPE1.1.5	Design and Implementation of a Succession Planning Framework	Effectiveness Improvement	12.5	Unfunded	Not Started
HPE1.1.14	Implementation of Strategic Workforce Planning	Effectiveness Improvement	15.3	Unfunded	Not Started
HPE1.1.19	Organizational Alignment – HR People-Transition & Realignment Support	Effectiveness Improvement	19.3	Unfunded	Not Started
HPE1.1.43	Fit for Purpose Organization – CDI	Effectiveness Improvement	19.3	Fully Funded	In Progress
HPE1.1.19.1	Fit for Purpose Organization – ATB and ANB	Effectiveness Improvement	19.3	Partially Funded	In Progress
HPE1.1.22	Implementation of Connection, Access, Respect, Empowerment (i-CARE) Strategy	Effectiveness Improvement	17.3	Unfunded	Not Started
HPE1.1.36	Culture Transformation – Living the Culture	Effectiveness Improvement	10.8	Partially Funded	Initiation
HPE1.1.37	HR Branch Organizational Design	Effectiveness Improvement	11.7	Unfunded	Not Started

¹ For the most up-to-date status of projects, please visit the [COI Interactive Dashboards](#).

² Efficiency types reflect the dominant expected efficiency based on current project narratives and will be validated at project initiation.

³ Cat 2 activities are not subject to prioritization and are indicated as N/A.

⁴ Projects marked as TBD are to be prioritized in the next round of the Business Plan prioritization exercise.

⁵ In Progress = projects that are endorsed and currently under implementation; Initiation = projects that are being prepared for endorsement.

Business Plan TOP Code	Project Title	Efficiency Type ²	Priority Score ³⁴	Funding Status	Implementation Status ⁵
Internal Communications Improvement					
HPE1.1.46	Developing Foundational Corporate Communications Assets	Effectiveness Improvement	TBD	Unfunded	Not Started
Ethics Enablement and Conflict Resolution Improvement					
HPE1.1.23	Financial Disclosure Digitalization	Time Savings	N/A	Unfunded	Not Started
HPE1.1.47	Integrated Conflict and Complaint Management System (ICCMS)	Effectiveness Improvement	TBD	Unfunded	Not Started
Information and Communications Technology and Digitalization Improvement					
HPE1.1.35	Unified Event Management Solution	Cost Savings	10.3	Unfunded	Not Started
HPE1.1.2	Unified and Integrated Customer Relationship Management	Cost Savings	N/A	Partially Funded	In Progress
HPE1.1.6.1	ERP Evolution – Time Recording Implementation	Time Savings	16.0	Partially Funded	Not Started
HPE1.1.6.2	ERP Evolution – UNGM Integration	Time Savings	16.0	Partially Funded	Not Started
HPE1.1.6.3	ERP Evolution – UNJSPF Integration	Time Savings	16.0	Partially Funded	Not Started
HPE1.1.6.4	ERP Evolution – Overtime Solution Implementation	Time Savings	16.0	Partially Funded	Not Started
HPE1.1.6.5	ERP Evolution – QBS Enhancement	Time Savings	16.0	Partially Funded	Not Started
HPE1.1.26	Implement Data Protection and Privacy	Effectiveness Improvement	21.8	Unfunded	Not Started
HPE1.1.30	Privileged Access Management (PAM)	Effectiveness Improvement	12.7	Unfunded	Not Started
HPE1.1.44	ICAO Digital Publications Distribution Platform	Cost Savings	TBD	Partially Funded	In Progress

Business Plan TOP Code	Project Title	Efficiency Type ²	Priority Score ³⁴	Funding Status	Implementation Status ⁵
HPE1.1.48	ICAO Transparency Portal	Effectiveness Improvement	TBD	Unfunded	Initiation
HPE1.1.49	Development and Enhancement of BI Reports	Time Savings	TBD	Fully Funded	Initiation
HPE1.1.33	Artificial Intelligence (AI) Architecture	Time Savings	12.2	Unfunded	Initiation
Information Security Improvement					
HPE1.1.10	Data Privacy Governance Establishment	Effectiveness Improvement	N/A	Unfunded	Initiation
HPE1.1.15	Implementation of Information Security Risk Treatment Plan	Effectiveness Improvement	21.8	Unfunded	Not Started
HPE1.1.24	Implement the Cyber Asset Attack Surface Management (CAASM) to Address Cyber Threats	Effectiveness Improvement	20.2	Unfunded	Not Started
HPE1.1.25	Implement the Pathway to Zero Trust Architecture (ZTA)	Effectiveness Improvement	14.7	Unfunded	Not Started
HPE1.1.28	Improve ICAO Cybersecurity Posture Based on the Designed Blueprint	Effectiveness Improvement	N/A	Unfunded	Not Started
Financial Sustainability Improvement					
HPE1.1.11	Funding Study	Cost Savings	19.8	Fully Funded	In Progress
HPE1.1.20	Financial Sustainability - Cost Recovery Service Costing and Efficiency and Effectiveness Pilot	Cost Savings	18.2	Fully Funded	In Progress
Business Operations, Efficiency and Effectiveness Improvement					
HPE1.1.9.4	EMI Evolution – Portfolio Project Management (PPM) Tool	Cost Savings	14.7	Fully Funded	Initiation
HPE1.1.9.5	EMI Evolution – Corporate Performance Monitoring and Reporting Tool	Cost Savings	18.5	Fully Funded	Not Started
HPE1.1.9.6	EMI Evolution – Enterprise Risk Management Platform	Cost Savings	16.8	Fully Funded	Not Started

Business Plan TOP Code	Project Title	Efficiency Type ²	Priority Score ³⁴	Funding Status	Implementation Status ⁵
HPE1.1.41	Supporting ICAO Multilingualism with AI-Powered Language Services	Cost Savings	13.2	Unfunded	Not Started
HPE1.1.45	Data Products Strategy Consulting Services	Cost Savings	TBD	Partially Funded	In Progress
HPE1.1.50	ICAO Common Back-Office (CBO) Establishment	Cost Savings	TBD	Unfunded	Not Started
HPE1.1.51	Development of Self-Paced Learning – Project Management at ICAO	Effectiveness Improvement	TBD	Fully Funded	Initiation
HPE1.1.52	Accelerating the adoption of AI by ICAO to enhance the services provided to Member States	Time Savings	TBD	Unfunded	Not Started
Governance, Risk and Compliance Improvement					
HPE1.1.12	Implementation of Accountability Framework	Effectiveness Improvement	18.2	Fully Funded	In Progress
HPE1.1.18	Development of ICAO Outsourcing Framework	Effectiveness Improvement	15.0	Fully Funded	In Progress