



Project Summaries

All TO projects under each Pillar

1. Pillar 1 – People & Culture Transformation

TO1 – People & Culture

1.1. People Strategy

To develop and launch a new people centric Strategy for ICAO to build on a foundation of new HR and Culture transformation to support key initiatives in terms of People Growth, Organizational Effectiveness, and Employee Experience.

This project has been completed.

1.2. Cultural Transformation

Develop our collective journey to an enabling and engaging culture that enshrines our Core Values and inspires innovation and excellence. The benefits include:

- A more positive and inclusive ICAO culture that enshrines our core values.
- Inspiring leadership guiding teams that are driven by accountability, collaboration, and people focused.
- A work environment that enables people growth and strategically aligned high performance.

1.3. Leadership Development

Champion the growth and development of the individual, the team, and the organization. Development will focus on “grooming our leaders” to steer ICAO to new heights. This included offering trainings for the level G-D, as well developing training for all people managers. In order to foster:

- Better, more self-aware leaders.
- Strong and sustainable leadership pipeline.
- Effective performance management and better performing Teams.

- A more inclusive and respectful culture.

1.4. Talent Mobility

Develop a holistic programme that ensures ICAO is flexible enough to allow various skillsets of talent to thrive and be successful. This includes the set-up of a mentoring program, the development of a Talent Mobility Framework, colleague INSPIRE talks, a Career portal, and new pathways for our Talent Mobility policy. The benefits of this initiative include:

- Increased opportunities for internal talent.
- Better long-term career development.
- Increased employee engagement and retention.
- Access to tools and peer experience to further career development

1.5. Competency Framework

Work on further embedding ICAO's core competencies, and managerial competencies in areas like recruiting and management. In addition, there is a view of developing technical competencies at a later stage, contributing to staff empowerment through higher competency focus.

1.6. Diversity, Equity & Inclusion

Develop a Strategy that embraces diversity, equity, and inclusion; broaden the conversation on gender and realize a more inclusive and diverse workplace where everyone is valued.

1.7. Fit-for-Purpose Organization

The project is structured around several interrelated work packages, beginning with an Organizational Design Assessment, which will serve as the foundation for the remaining tasks. The assessment will review and optimize the organizational structure to align with ICAO's Strategic Plan. Following this, strategic workforce planning will be conducted. At the same time, efforts will focus on identifying opportunity areas, including the establishment of an Enterprise Portfolio Management Office to enhance efficiency and effectiveness. The expected outputs are:

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

1.8. HR Operational Excellence

The goal is to establish an agile operating model for HR that increases the business focus, drives efficiency, and effectiveness through rationalization of our processes. As part of the

project 4 Kaizens will be conducted to reform HR processes, including staff & consultant recruitment. This will foster:

- Faster, more decentralized decision making.
- Optimization of HR processes and value-added employee experience.

1.9. Internal Communications Phase 1

Develop and implement an internal communications strategy and action plan to enhance ICAO internal communications and create a sustainable model and framework for the future. This project has been completed.

1.10. Internal Communications Phase 2

Address identified internal communications gaps, enhance management and staff accountability for staff engagement, and establish new two-way communications capacities at the enterprise level supporting a 1CAO! organizational culture.

This project has been completed.

2. TO2 – Principles & Values

2.1. Informal Conflict Resolution

Strengthen ICAO's informal conflict resolution mechanisms through the Ombudsperson office, as well as the establishment of the Trustful Workplace Advisors initiative.

2.2. Formal Conflict Resolution

Enhance formal conflict resolution by transitioning from the in-house appeals board to the services of the United Nations Dispute Tribunal (UNDT).

2.3. Ethical Enablement

Development and conduct of training courses (in collaboration with UNSSC) to provide all staff with the key tenants of the ICAO Ethical Framework.

Pillar 2 – Digital Transformation

3. TO3 – Digitalization

3.1. Language Service Management System

This project established a more efficient system for organizing, integrating, and managing translation, interpretation, editorial and text processing operations as well as printing, distribution, posting and other associated services across ICAO. The benefits are:

- Reduced processing time.
- Improved service quality.
- Alignment with UN standards.

This project has been completed.

3.2. Enterprise Resource Planning & Project Portfolio Management

Implementation of the new Enterprise Resource Planning and Project Portfolio Management (ERP/PPM), replacing “the backbone” for enterprise systems at ICAO by joining the UNDP-led Quantum consortium. The new Quantum solution will replace the current ERP Agresso system. This project will be undertaken by a mixed project team of UNDP and ICAO personnel.

3.3. Customer Relationship Management & Event Management System

Develop a 360o view of the profile and driving engagement with ICAO’s Member States, customers, donors, partners, and stakeholders. The benefits will be:

- Eliminate duplications and redundancies.
- Ensuring everyone has access to the most current and updated information in a simple and streamlined way.

3.4. Business Intelligence & Enterprise Data Management

The goal of this project is to transform ICAO into a data-driven organization through the establishment of data governance, creation of unified data views and the implementation of more comprehensive analytical capabilities. The project will establish data governance to enable:

- Unified data views.
- Real-time data insights.
- Supporting informed decision-making.
- Greater data consistency, visibility, and accuracy.

3.5. SARPs & Document Management System

This project will improve the SARPs lifecycle process, by increasing the efficiency of their development work to better predict how new/updated SARPs will be absorbed by the aviation community, and also to implement a broad, cross-functional Data Management System (DMS)

to organize and unify the storage and treatment of ICAO's documents. The benefits will include:

- Simplified workflows and accelerated processes.
- Improved overall document accessibility and accuracy.
- Less manual work.
- Unification of document's repositories.

3.6. Corporate Performance Monitoring & Reporting

The objective of this project is to design, create and implement a new tool to enable effective strategic planning and monitoring and to support results-based management across the whole organization, eliminating duplications and reporting inefficiencies. The benefits will be:

- Consistent and accurate reporting.
- Improved transparency and accountability in achieving strategic objectives.
- Reduced manual data entry and report generation, leading to time savings and increased accuracy.

This project has been completed.

3.7. Service Management

This project will significantly change how requests are made through a user-friendly service portal. A one-stop-shop whether you are ordering a laptop, request information from HR, or need a name plate for your office. The benefits will include:

- Automated workflows.
- Significantly cut down processing times and improved service quality.
- Increased visibility into the status of your requests.

4. TO4 – Information Security

4.1. Identity & Privileged Access Management

The project serves to ensure that only authorized individuals can access certain information and that they can only perform actions that they are allowed to perform, thus significantly mitigating the risks of unauthorized access and unauthorized data leaks. By implementing this project, we let our team members in ICAO perform their roles without compromising on information security.

This project has been completed.

4.2. Data Protection

The Data Protection project involves, among others, the implementation of robust encryption protocols and data loss prevention mechanisms to ensure the confidentiality, integrity, and availability of our data. By proactively staying ahead of future issues, we're bolstering our

resilience against cyberattacks and unpredictable/hard to avoid future events. This project not only fortifies our data defenses but also reinforces our commitment to maintaining the trust and confidence of our stakeholders that their data are protected.

This project has been completed.

4.3. Business Continuity

The Business Continuity project is focused on ensuring the organization's ability to withstand and recover from unpredictable disruptions or disasters. It involves the development and implementation of comprehensive business continuity plans (BCPs) and business impact analysis (BIA) that outlines procedures, resources, and strategies for maintaining critical business functions in the aftermath of those events. The goal is to minimize downtime, protect assets, and enable the organization to continue working on essential processes in the face of unexpected events, thereby safeguarding its image, resilience, and long-term success.

This project has been completed.

4.4. Vulnerability Management

The project serves as a critical component in transforming ICAO's information security posture by proactively identifying, evaluating, and mitigating security weaknesses in the system architecture. The introduction of this systematic approach has the objective of significantly reducing the risk of unauthorized access, data leaks, sabotage, and cybercrime. By staying ahead of evolving cyber threats, we're not just ticking off a compliance checklist; we're also enhancing the integrity of our operations and building trust among our stakeholders.

This project has been completed.

4.5. Governance, Risks and Compliance

The Governance, Risks, and Compliance project is a comprehensive initiative designed to establish a robust framework for managing, mitigating, and ensuring compliance with information security requirements within ICAO. This project encompasses the development and implementation of an Information Security Management System (ISMS) that aligns with industry standards and regulatory mandates. It involves a rigorous assessment of information security risks, the establishment of robust security measures, and a commitment to ongoing monitoring and auditing across the organization, which should result at it achieving ISO/IEC 27001 certification, a globally recognized standard for information security management.

Pillar 3 – Operational Transformation

5. TO5 – Financial Management

5.1. Cost Recovery – 1

Develop a Cost Recovery policy and solutions.

This project has been completed.

5.2. Cost Recovery – 2

Implementation of the policy applying best practices to support internal and external cost recovery mechanisms. The expected benefits will include improved transparency, accuracy of financial results, equitable treatment, financial sustainability, and governance.

5.3. Results Based Budgeting

Enhance the results-based budgeting model to support the implementation of the results-based management in ICAO.

This project has been completed.

6. TO6 – Strategic Organizational Reform

6.1. Accountability – Phase 1

Develop an ICAO Accountability Framework.

This project has been completed.

6.2. Accountability – Phase 2

The project will be to implement an Accountability Framework for good governance, create the necessary environment of accountability and transparency, and ensure that operations are carried out effectively by all staff within their levels of accountability.

6.3. Results Based Management

The objective of this project is to develop a results-based management framework for ICAO to transform us into an organization that measures and works towards results. The aim is to better ICAO's mission with its programmes and projects to achieve optimum results.

6.4. Enterprise Risk Management

Enhance and reform ICAO risk and internal control capabilities to achieve its mission and Strategic Objective, as well as to implement projects/programmes and key activities outlined in the Business Plan by implementing the Enterprise Risk Management (ERM) Framework to manage risks efficiently and effectively.

This project has been completed.

6.5. Innovation

The Innovation project aims to change ICAO into an innovation-seeking and catalyzing organization, fostering ICAO and the aviation ecosystem's readiness for the future. To better support Member States in their journey, this project includes an independent assessment of

ICAO's engagement and current practices in relation to innovation, leading to the identification of strategic and actionable recommendations based on observed potential gaps and areas of improvement. The project also reinforces ICAO's commitment towards its stakeholders, as it also encompasses the development and implementation of a specific channel for the aviation community to raise awareness about interesting topics and innovative initiatives for consideration in future activities of the organization.

This project has been completed.

6.6. Gender Equality

The aim of this project is to transform gender equality in ICAO by mainstreaming it across all its programmatic and operational work, supporting the aviation community and leading by example.

6.7. Resource Mobilization

This project will seek to modernize and optimize how ICAO approaches resource mobilization to support the sustainability of many core programmes as well as support Member States raise funds for important implementation support projects.

6.8. Implementation Support Business Model

Design and implement an operating model for implementation support to improve and integrate services delivery and create new value for Member States across their capacity development priorities.

6.9. Partnerships

Transform ICAO's Partnerships approach through the development and implementation of a new policy, strategy, and framework to drive coherence and synergies.