



June 2023
P/03 Agenda Item 3
ICAO Transformational Objective

Juan Carlos Salazar
 Secretary General of the International Civil Aviation Organization

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TRANSFORMATIONAL
OBJECTIVE
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Transformational Objective Vision

TRANSFORMATIONAL OBJECTIVE VISION

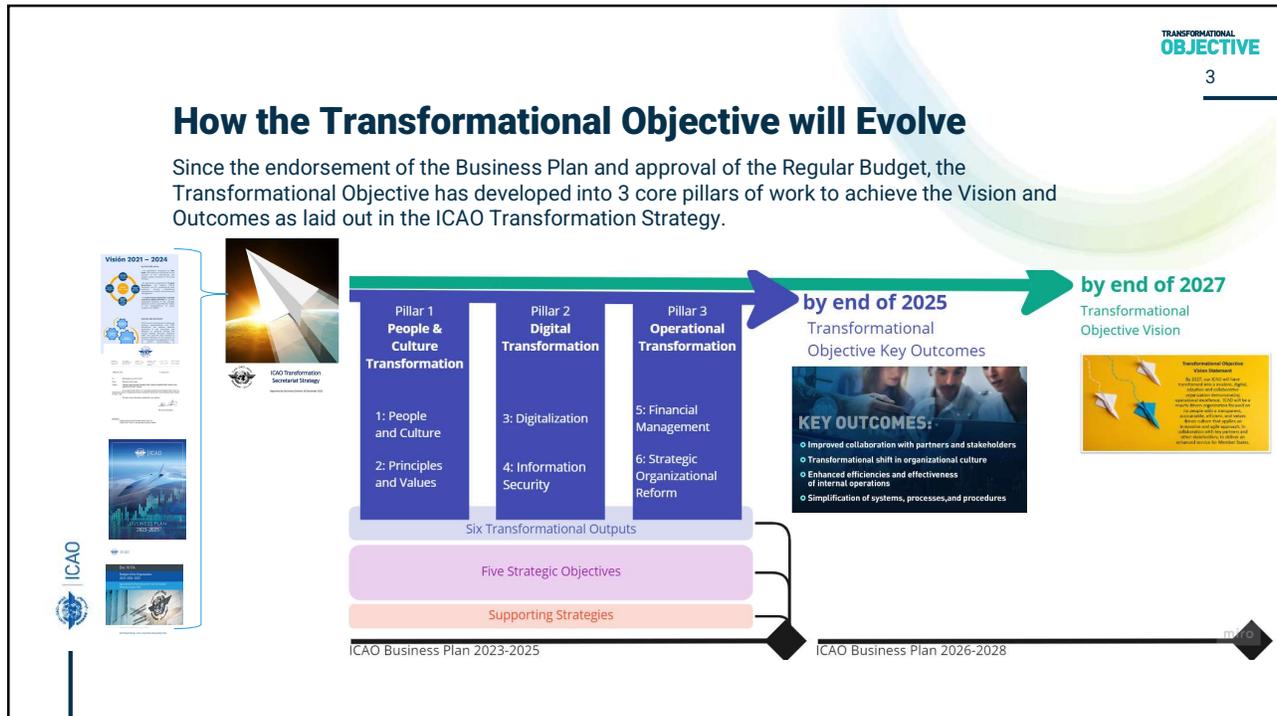


- DIGITAL
- ADAPTIVE
- COLLABORATIVE
- EFFICIENT
- RESULTS-DRIVEN
- INNOVATIVE
- AGILE
- ACCOUNTABLE
- TRANSPARENT
- VALUES-DRIVEN

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▶▶ Transformational Objective Vision Statement

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TRANSFORMATIONAL OBJECTIVE
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1CAO! | TRANSFORMATIONAL OBJECTIVE

KEY OUTCOMES:

- Improved collaboration with partners and stakeholders
- Transformational shift in organizational culture
- Enhanced efficiencies and effectiveness of internal operations
- Simplification of systems, processes, and procedures

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Benefits for Member States

- As a State, you will have:
 - a more motivated ICAO team, committed to our service-oriented mission
 - an Organization that is more responsive to your needs and expectations
 - a more participative and streamlined involvement in the ICAO processes
 - an Organization with exemplary governance that efficiently and effectively applies your contributions in benefit of the aviation sector



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Strategy Into Action

Three core pillars of work to achieve
Transformational Objective outcomes

1CAO! | TRANSFORMATIONAL
OBJECTIVE

PEOPLE & CULTURE
TRANSFORMATION



DIGITAL
TRANSFORMATION



OPERATIONAL
TRANSFORMATION



BY 2025

KEY OUTCOMES:

- Transformational shift in organizational culture
- Enhanced efficiencies and effectiveness of internal operations
- Simplification of systems, processes, and procedures
- Improved collaboration with partners and stakeholders

BY 2027

VISION

- DIGITAL
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TRANSFORMATIONAL OBJECTIVE

Strategic Documents

Overall TO document:
Transformation Strategy



ICAO Transformation Secretariat Strategy

TO1 document:

- People Strategy

TO2 document:

- Ethics Framework

TO5 documents:

- Financial Regulations
- 2023-2025 Budget

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- ERM Framework
- Gender Equality Programme
- Innovation Strategy
- Implementation Support Policy
- Partnership Framework
- RBM Plan (2023-25 BP)
- Resource Mobilization Strategy
- ICAO Business Plan 2023-2025
- ICAO Partnerships Framework

TO3 document:

- ICT Strategy and Action Plan

TO4 document:

- Information Security Strategy



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Transformation Pillars

The Transformational Objective is an initial 3-year Portfolio of work with the goal to transform ICAO into a modern, digital, adaptive and collaborative organization demonstrating operational excellence. In doing so, ICAO will become 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.

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PEOPLE & CULTURE TRANSFORMATION



Enabling an inclusive, ethical, coherent and sustainable work place

DIGITAL TRANSFORMATION



Enabling efficient, transparent, simplified and connected digital tools and security

OPERATIONAL TRANSFORMATION



Enabling strengthened accountability, sustainability, operational excellence and a results-based culture

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TRANSFORMATIONAL OBJECTIVE

TRANSFORMATIONAL OBJECTIVE

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Scope, Structure & Approach

The Transformational Objective will be achieved through several interdependent Programmes and Projects arranged under 3 Transformation Pillars and 6 Transformation Outputs.

People & Culture Transformation		Digital Transformation		Operational Transformation	
T01 – People & Culture	T02 – Principles & Values	T03 – Digitalization	T04 - Information Security	T05 - Financial Management	T06 - Strategic Organizational Reform
Implementation of a comprehensive People centric Strategy which evolves organizational culture and performance	Strengthened adherence and compliance to ethics principles and values considering best practices of other organizations of the UN system and development of robust mechanisms of formal and informal dispute resolution	Modernization and enhancement of ICAOs digital capability through implementation of a comprehensive ICT Digital Transformation Strategy	Strengthened Information Security through a holistic risk-based and maturity-based information security strategy encompassing both organizational and operational security	Strengthened financial management and sustainability including the application of results based budgeting and best practises in the area of cost recovery	Reformed organizational-wide management and operations through strengthened results based management, enterprise risk management, a sound accountability framework, with enhanced resource mobilization efforts, partnerships, innovation and gender equality

The Transformational Objective is a 3 year Portfolio of work and the Transformation Outputs will run in parallel with staggered initiation and implementation of Projects prioritized across the 6 TO Programmes

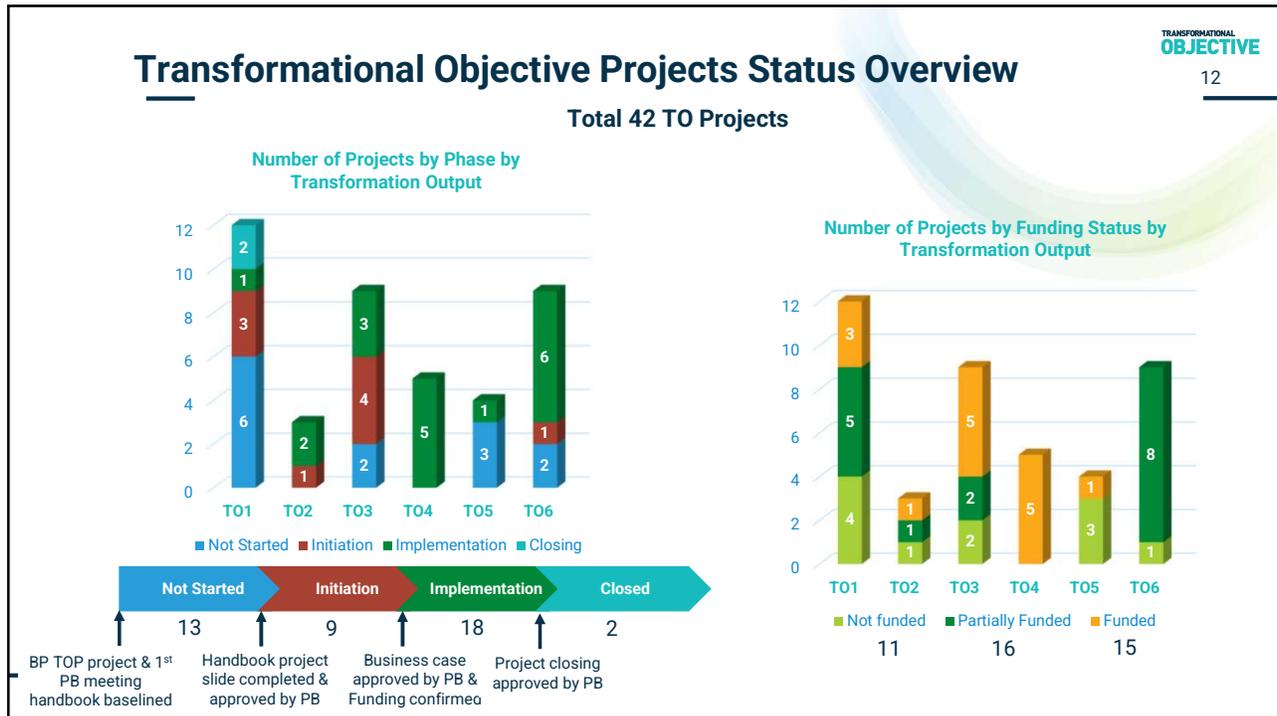
Key Transformation Projects

Flagships of ICAO's Transformational Objective

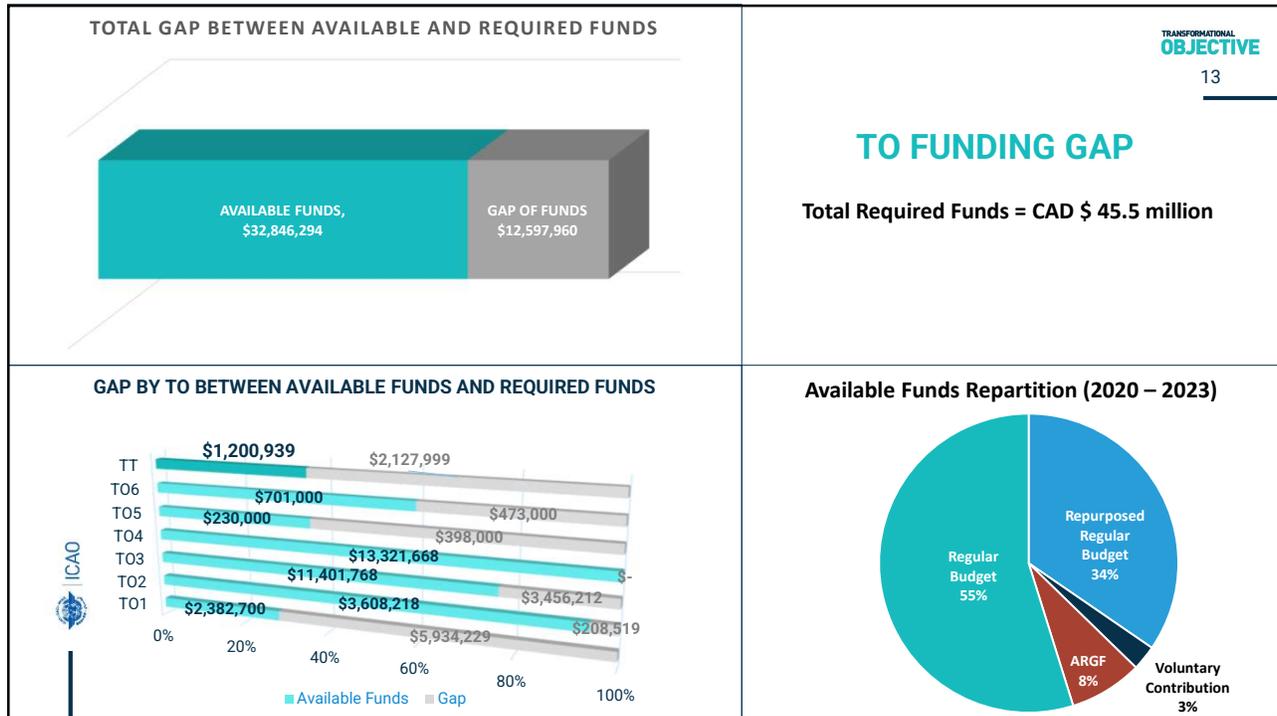
- People and Culture Pillar:
 - People First Strategy (Cultural Transformation project)
- Digital Pillar:
 - Enterprise Resource Planning & Project Portfolio management
 - SARPs/Document Management System
 - Information Security Roadmap
- Operational Pillar:
 - Results Based Management & Results Based Budgeting



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ICAO Transformational Objective Investments

- The ICAO Assembly approved a **regular budget to cover approximately two thirds of the current estimated total** cost of the Transformational Objective. Additional voluntary contributions will assist the Organization to implement the full TO scope reach all planned outcomes.
- A **new Transformation Fund** was established manage voluntary contributions, complementing resources allocated in the regular budget, including generous donors of funds to the Fund
- Secondment opportunities** in the Office of the Secretary General for the Transformation Team, are currently open to staff of Member States: Programme Co-ordinators/Project Managers
- States and Organizations** are encouraged to continue contributing to the Transformation Fund and **propose candidates for the secondment opportunities**. Projects which have been planned and approved are awaiting funds to commence implementation.

TRANSFORMATIONAL OBJECTIVE

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TRANSFORMATIONAL OBJECTIVE
Resource Mobilization Prospectus

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ICAO Headquarters Montreal

European and North Atlantic (EUR/NAT) Office Paris

Asia and Pacific (APAC) Sub-office Beijing

Middle East (MID) Office Cairo

North American Central American and Caribbean (INACC) Office Mexico City

Western and Central African (WACAF) Office Dakar

Asia and Pacific (APAC) Office Bangkok

South American (SAM) Office Lima

Eastern and Southern African (ESAF) Office Nairobi

Thank You!

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