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# RECONNECTING THE WORLD



**57th Conference of Directors General of Civil Aviation**

**Asia and Pacific Regions**

Incheon, Republic of Korea, 4 – 8 July 2022

## **Key Priorities in Administration Services**

**ARUN MISHRA**

*Director, Bureau of Administration*





● Diversity

● Workforce and Succession Planning

● Talent Focus & Performance Management



Staff engagement and culture ●

Learning and Development ●

HR Simplification and Modernization ●



There is an unprecedented opportunity to drive better member state services, ensure improved governance/transparency and overall member state engagement for ICAO. Digital Transformation is required for ICAO to continue to deliver its mandate to the global civil aviation community especially during these unpredictable times

*An ICAO Digital Transformation Action Plan is required to deliver future proof technologies for ICAO to deliver the next level of services to its member states by ...*



Improving user experience with increased collaboration and engagement



Providing improved security and agility leveraging 'cloud based' platforms



Driving efficiency gains through digitization and standardization of processes and procedures



Improving governance and transparency





A Digital Transformation Action Plan for ICAO will provide member states with several benefits



Enhance **member state collaboration** and integration with ICAO



Enhance the **security** at ICAO by addressing cyber risks and vulnerabilities



Create an **efficient and effective delivery** for ICAO business services to the member states



**Integrate the technology landscape** of ICAO to ensure a seamless and timely communication to member states



**Standardize ICAO's business processes** to drive dramatically improved efficiencies



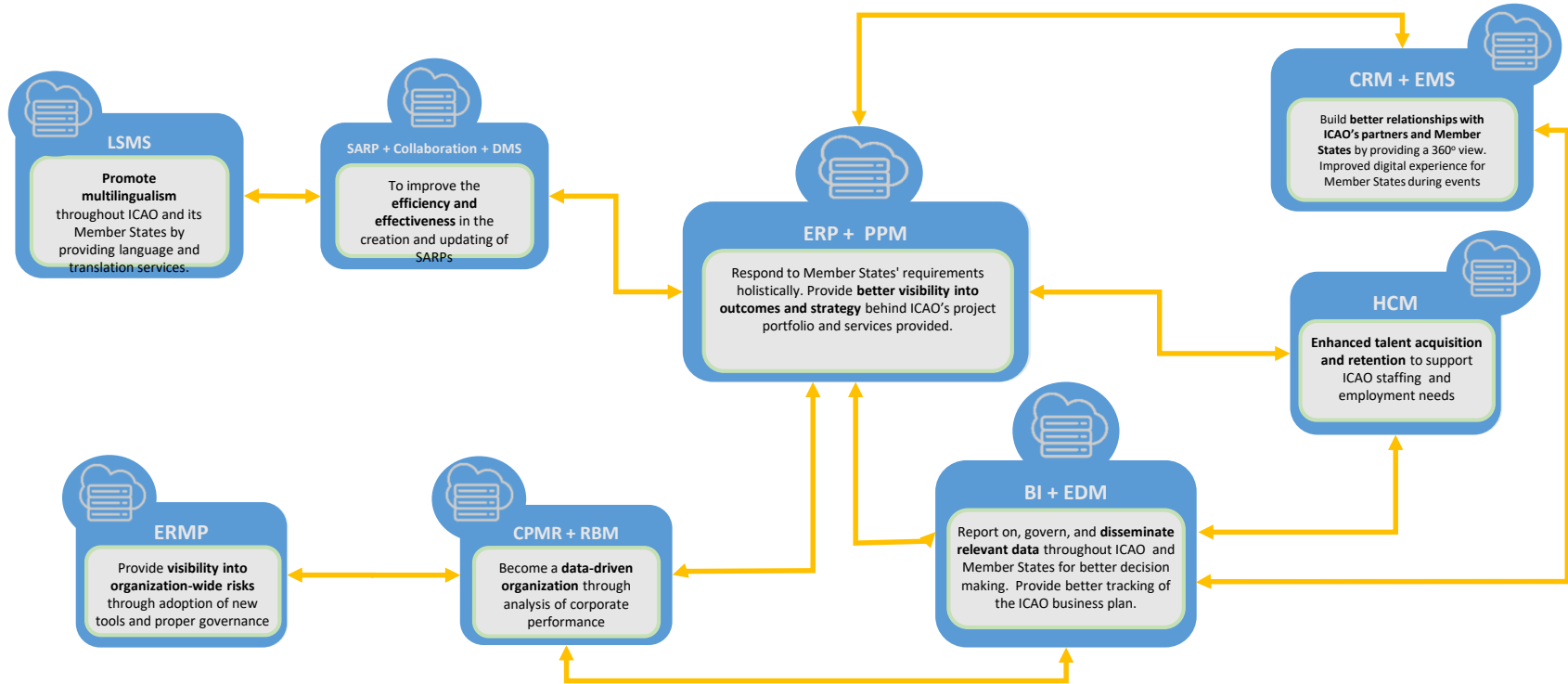
Provide **advanced reporting** and **dashboards** using real time data from ICAO



Provide **better governance** of ICAO's IT assets and datasets



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In addition, many of the selected ongoing and mission related projects that are critical to meet ICAO's mandate need to be brought under the broader Digital Transformation Action Plan for proper coordination, planning and governance

## ICAO Mission Related Projects



## On-Going Projects





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## ICAO ETHICS FRAMEWORK AND ESTABLISHMENT OF RULES OF PROCEDURES REGARDING THE SECRETARY GENERAL AND THE PRESIDENT OF THE COUNCIL

Reporting and handling including investigations of all cases of misconduct to be done by another UN entity OIOS and cases of retaliation by UN Ethics Office.

Provides rules and procedures for addressing allegations of misconduct against President and Secretary General

Promotes awareness to staff members through the launch of training and outreach initiatives including action plan for zero tolerance for sexual harassment

Increases staff confidence in reporting allegations of misconduct in good faith and in cooperating with duly authorized audits and investigations

Promotes transparency to the Council and to the Public through annual report by Secretary General, Ethics Officer and the OIOS.



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## ICAO MULTILINGUALISM STRATEGY

Giving new  
impetus to  
multilingualism  
at ICAO

Taking full  
advantage of  
the language  
skills of the  
ICAO Staff

Enhancing  
multilingual  
Communication

Promoting  
Multilingualism  
as a universal  
value

Mobilizing the  
means for a  
dynamic  
implementation  
of the Strategy



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## ICAO SECONDMENT POLICY

Provides opportunities to meet specific programme needs in ICAO

Offers transparency as it shall be announced to all Member States as well as on the ICAO Public Site

Provides opportunities to personnel of different levels and categories to experience of working at an international level

Provides flexibility to sponsoring States to offer secondees on a Trust Fund or Gratis basis

Ensures flexibility to States to offer secondees for certain positions to work remotely thereby saving substantial costs for relocation



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## THE 41<sup>st</sup> ICAO ASSEMBLY





## Provisional Agenda and Documentation



**Provisional Agenda  
(A41-WP/1)**



**Timetable/Schedule  
for consideration of  
item (A41-WP/3)**



**Documentation**  
- Paperless meeting  
- Adherence to  
deadlines for  
submission of WPs



**Statements by  
Delegates**  
- in-person  
- written  
- pre-recorded video



## Online Resources and Electronic Tools



A41 WEBSITE



A41 MOBILE  
APPLICATION



ICAO-NET



INTERNET ACCESS



## Conference Services and Facilities Management



Delegations' Electronic mailboxes

Livestreaming of proceedings on ICAOTV

Electronic Voting System (EVS)



## Side Events

### INNOVATION FAIR

24 to 26  
September 2022,  
hybrid

### TREATY EVENT

27 and 28  
September 2022  
in-person

### SKY TALKS

### DGCA TRAINING

### EXHIBITIONS



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THANK  
YOU

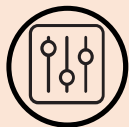




## ICT Strategy and Action Plan

The ICT Strategy was refined in response to audit findings, direction from leadership and feedback highlighted in corporate risk register. These documents all indicated a need for ICT to be more action oriented, adapt to the changing IT landscape, e.g. cloud, and a need for ICT to be better aligned with the ICAO business strategy and plan. ICT's overall maturity needs to improve to support ICAO through the next triennium.

### ICT STRATEGY DELIVERABLES



Target Operating  
Model



ICT Governance  
Structure



ICT Procurement  
and Outsourcing



Digital  
Transformation  
Action Plan



Consolidated ICT, Infosec  
and Digital Transformation  
Budget Analysis



The Digital Transformation and Action Plan was developed to focus on the highest business value domains. These were targeted and validated to align with ICAO's business strategy and to respond to the audit report findings

## Drivers for project selection

-  Focusing on core capabilities and business enabling areas
-  Addressing several audit findings
-  Addressing ICAO business risks
-  Supporting and supplementing the ICT Strategy
-  Alignment with the ICAO business strategy
-  Addressing key security concerns
-  Driving internal business process alignment
-  Leveraging automation to reduce data inconsistencies

## Digital Transformation and Action Plan



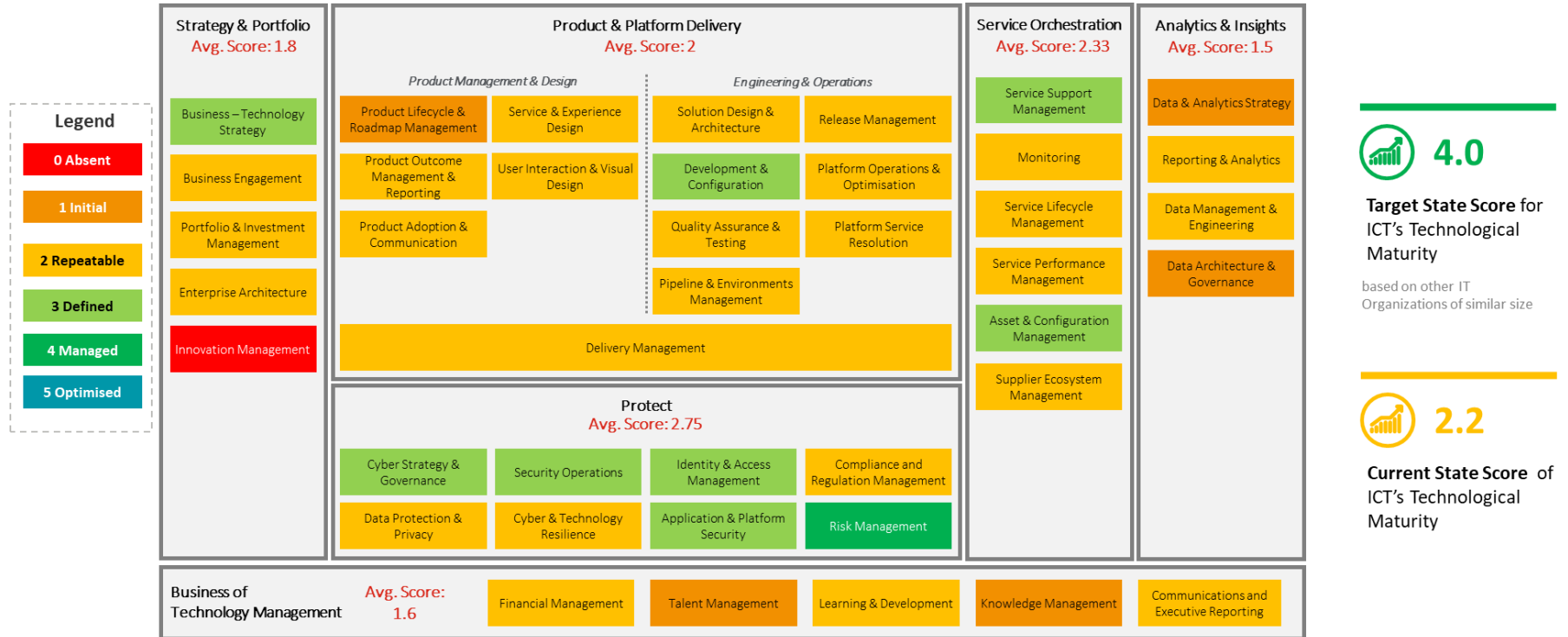
## To provide these benefits to ICAO

-  Enable **greater collaboration** and integration between all stakeholders, including Member States  
Allow ICAO to operate at the **level of other UN agencies**
-  **Enhance the security** position of ICAO to address cyber threats
-  **More efficiency** and effectively deliver ICAO business services
-  Rationalize and **integrate the technology landscape**
-  Provide **better governance** to facilitate improved collaboration and decision making
-  Support the existing and future ICAO business needs in an **evolving civil aviation landscape**
-  Analyze integrated data across ICAO for **improved decision making**, using advanced reporting and dashboards



## ICT Maturity Assessment

Using CMMI practices along with Deloitte evaluation tools, an ICT Technological Maturity Assessment was performed.

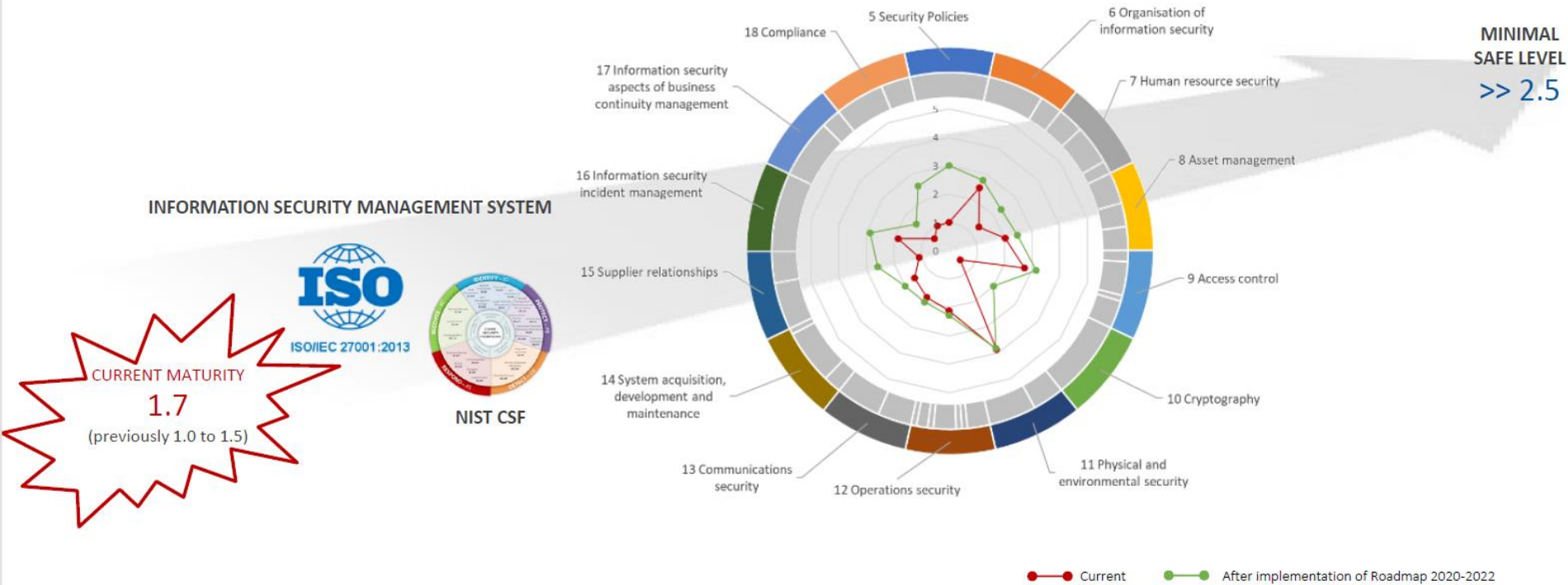


\* These aggregate numbers are self-reported by ICT Staff but have been validated by key ICT Stakeholders



## Information Security Target State Maturity

The program has delivered on improving the maturity level security management at ICAO

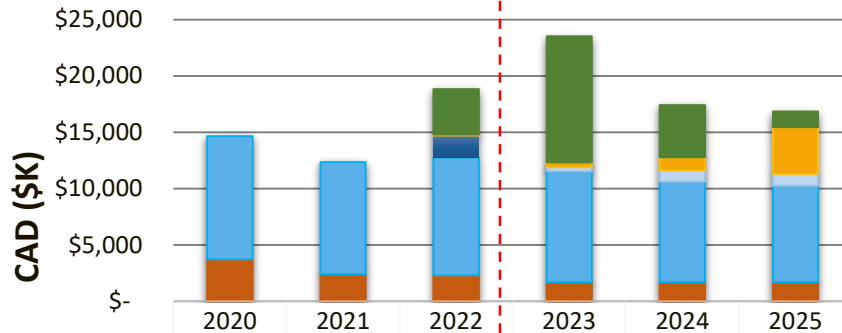




## Proposed Budget (A41 2023 – 2025 Triennium)

ICAO will realize a rich set of benefits in embarking on Digital Transformation. The following cost breakdown is the funding needed to fully achieve a revamp of the technical landscape and refine internal processes.

Digital Transformation Budget for the Triennium



DT Implementation			\$4,030	\$11,214	\$4,636	\$1,368
DT Operations			\$85	\$406	\$1,160	\$4,152
ICT Operating Cost and DT Synergies				-\$354	\$1,000	-\$1,053
ICAO Mission and Ongoing Projects			\$1,953			
ICT Operations Costs	\$10,958	\$9,946	\$10,453	\$9,846	\$8,900	\$8,547
Information Security	\$3,700	\$2,400	\$2,300	\$1,700	\$1,700	\$1,700

### Summary



**Budget Request: \$56M**  
(vs \$40M ICT spend in 2020-2022)

**Total Proposed Budget** over the 2023 – 2025 triennium including Signature Projects, InfoSec, On-Going and Mission Projects, and ICT Operations

**If funding is directed at only the 3 Priority Signature Projects...**

- The total funding request would be: **\$47.5M**
- Focus will be on: ERP-PPM, CPMR, and SARP-DMS and Collaboration
- Partial funding of these projects may result in limited views into ICAO stakeholders (including consolidation of stakeholder data), few analytical / enterprise data management capabilities and limited enhancements to the corporate risk register.