



International Civil Aviation Organization

WORKING PAPER

CG-WP/33
23/1/25
(Information paper)
English only

COUNCIL — 234TH SESSION

Subject No. 13: Work programmes of Council and its subsidiary bodies

ANNUAL REPORT OF THE CHIEF OF THE OFFICE OF INTERNAL OVERSIGHT (OIO) For the period from 1 January to 31 December 2024

(Presented by the Secretary General)

EXECUTIVE SUMMARY

In line with paragraph 9.1 of the OIO Charter, the Chief of the Office of Internal Oversight (OIO) shall submit an annual report to the Secretary General who shall transmit it to the Council with their comments during the first Session of the Council in each calendar year. This annual report shall summarize the activities and results of all work undertaken by OIO during the period 1 January to 31 December 2024, as well as its performance relative to its risk-based annual work plan.

This report provides a summary of OIO's assurance, advisory, and other oversight services in 2024. OIO issued eight reports in 2024 (six audits and two evaluations) as well as two separate advisory papers. Additionally, two reports (one audit and one evaluation) were at the draft report stage. In 2023, OIO issued eight reports (four audits and four evaluations) as well as one advisory report.

<i>Strategic Objectives:</i>	This paper relates to all Strategic Objectives, Transformational Objective, and Supporting Strategies.
<i>Financial implications:</i>	N/A
<i>References:</i>	C-WP/15526

1. INTRODUCTION

1.1 The Office of Internal Oversight (OIO) provides independent and objective assurance, advice and evidence on ICAO's performance through its internal audits, evaluations, and other oversight assignments. OIO has two distinct functions with one overarching goal – to assist ICAO in achieving its strategic, programmatic, and organizational objectives.

1.2 This report provides a summary of internal audit and evaluation activities conducted in 2024 by OIO. The report also provides an overview of the risks and opportunities for improvements in governance, risk management and control processes in ICAO.

2. MANDATE

2.1 The mandate of OIO is to assist the Council and the Secretary General in ensuring that ICAO is governed and manages its risks and control processes effectively, efficiently, and economically, and in conformity with the applicable regulations, rules and the approved Budget and endorsed Business Plan.

2.2 In accordance with ICAO Financial Regulations and Rules, independent external oversight is provided by the External Auditor with the primary objective of expressing an opinion of ICAO's financial statements. The Council and the Secretary General also receive independent advice on the effectiveness of ICAO's oversight functions from the Evaluation and Audit Advisory Committee (EAAC), comprised of senior State professionals who are fully external to ICAO.

2.3 ICAO management is responsible for adequately designing and effectively maintaining the governance, risk management and control processes to ensure that ICAO's objectives are achieved.

3. PROFESSIONAL STANDARDS

3.1 For its audit activities, OIO adheres to the International Professional Practices Framework promulgated by the Institute of Internal Auditors (IIA). Similarly, for evaluations, OIO follows the Norms and Standards of the United Nations Evaluation Group (UNEG).

3.2 The Institute of Internal Auditors has issued the new Global Internal Audit Standards (GIAS) effective 9 January 2025 which include several substantial changes to simplify and clarify the existing standards as well as elevate the internal audit profession into the future. OIO has completed its gap analysis of the new Standards and developed its roadmap to ensure conformance with the new Standards, which includes updating its Charter, Audit Manual and audit methodologies. The updated Charter will be presented to the Council for approval in 2025.

4. INDEPENDENCE OF OIO

4.1 OIO's Charter¹ requires the Chief, OIO, to confirm to the Council, at least annually, the independence of internal oversight activities, and whether there has been inappropriate scope or resource limitations.

¹ Paragraph 6.9 of the OIO Charter

4.2 During the reporting period, no instance/activity occurred that interfered with or could be considered as jeopardizing the operational and functional independence of OIO. The scope of oversight activities was decided by OIO based on objective risk criteria and feedback received from the Council members, the Senior Management Group (SMG) and the Evaluation and Audit Advisory Committee (EAAC).

5. STATUS OF OVERSIGHT ASSIGNMENTS

5.1 The table below illustrates the status of the implementation of the OIO work plan for 2024 (C-WP/15526):

Assignment Title	No. of recommendations	Status
Audit of IT Asset Management	5	Final report issued
Review of the Statement of Internal Control (SIC)	2	Final report issued
Mid-term Assessment of the Transformational Objective	n/a	Final report issued
Review of Payments to Cigna	2	Final report issued
Audit of the SAM Regional Office	3	Final report issued
Audit of Procurement	9	Final report issued
Audit of the Language Services Management System (LSMS)	n/a	Draft report is finalized
Evaluation of the Country Portfolio in Thailand	5	Final report issued
Evaluation of the Regional Portfolio of the MID Regional Office	5	Final report issued
Evaluation of ICAO's Environmental Protection Strategic Objective	n/a	Draft report issued for comments
Advisory assessment - Evaluability Assessment of a selected project	n/a	Draft advisory paper is finalized
Advisory paper on the Implementation of the Accountability Framework	n/a	Advisory paper shared with management

5.2 As per the OIO's Standard Operating Procedure (SOP) for audit and evaluation report clearance, the target for finalizing a report and completing the Management Action Plan (MAP) should be within 22 working days of issuance of the draft report by OIO. In 2024, the average delay beyond what is stipulated in the SOP was 13.25 working days (see Appendix D) and 15 working days in 2023. OIO continues to acknowledge the efforts by the Secretary General to help OIO issue reports in a timely manner. OIO also invites all senior managers to take prompt action, in close cooperation with the Office of the Secretary General, to prepare MAPs that will enhance the added value of internal oversight reports and to timely implement recommendations as required by the Council (C-DEC 225/3).

6. KEY RISKS AND OPPORTUNITIES FOR ENHANCEMENT IDENTIFIED IN 2024

6.1 In line with paragraph 9.2 of the OIO Charter, this section presents a **summary of the key risks and opportunities for enhancement** identified from the results of oversight assignments and analysis of organizational risk factors:

6.2 **ERP rollout and stabilization:** in order to function effectively, including financial management, stability, and programme delivery, it is critical for ICAO to successfully rollout and stabilise the ERP-Quantum. ICAO has made a significant investment in the ERP, so it is important to ensure that its planned benefits in streamlining the processes and controls are fully materialized and that users are adequately trained and use the ERP. Moreover, critical items that impact the go-live date should be satisfactorily resolved prior to implementation.

6.3 **Information Security and Digital Transformation:** well-balanced management of information security and digital transformation initiatives will ensure cost-effective operations, risk management and governance in line with information security principles of confidentiality, integrity and availability. Linked to this, risks related to Information Security and ICT operations continue to be a concern for the Organization. In 2024, ICAO has progressed in mitigating information security risks through the implementation of the InfoSec Roadmap, staff awareness and training, as well as through enhanced coordination between the first-line ICT operations and the second-line Information Security function. At the same time, the Data Protection and Privacy Policy at ICAO is still in draft, commitment and engagement from the SMG and Council is needed in taking this initiative forward. This becomes an urgent area of attention as ICAO will be more digitalized and its data might be shared with third-party service providers and partners, ICAO has also been making attempts to utilize Artificial Intelligence tools so the data protection principles should be embedded into these initiatives. Moreover, ICAO should closely monitor the value for money and benefit realization of its investment in digital transformation.

6.4 **The ICAO Transformational Objective (TO):** a comprehensive three-year portfolio of work designed to evolve ICAO into a modern, digital, adaptive, and collaborative organization. Implementing a portfolio of 38 projects comes with challenges and risks that can impact their benefits realization. It is important to ensure that the Transformational Objective initiative achieves its objectives within the set timelines and available budget, which will require enhanced coordination, acceleration, managing dependencies, and where needed reprioritizing/descoping, and reallocating resources. OIO completed a Mid-term Assessment of the implementation of the Transformational Objective and the Secretariat has completed the actions to address the conclusions. Additionally, the completion strategy and sustainability arrangements of its expected benefits should be well-defined and monitored.

6.5 **Accountability Framework:** ICAO has made good progress in establishing the accountability framework policy which meets the Joint Inspection Unit (JIU) best practice. Its ongoing operationalization requires active involvement and commitment from Senior Management, integrating/coordinating ongoing initiatives with or under the Accountability Framework pillars and success indicators, including advancing ERM, efficiencies from digitalisation, ERP, and People Management, as well as the application of Result-Based Management in all ICAO programmes, projects and processes. OIO advised management on the way forward in operationalizing and socializing the Accountability Framework, so it is embedded into Business-as-Usual, monitored for effectiveness and reported to the Council.

6.6 **Assurance mapping:** there is a need to map who does what in terms of management's ongoing monitoring of compliance, exceptions and early warning of emerging risks. ICAO does not have a mature second-line monitoring culture and function in many of its processes, which creates an over-reliance on the third line of independent oversight functions like OIO for providing assurance. Additionally, ICAO has been increasingly using third-party service providers for its activities and operations. It is critical to ensure effective governance and risk management in this area, including clear provisions for service performance, monitoring and assurance provisions, as well as the quality and cost of services with these third-party providers.

6.7 **Procurement:** by its nature, the procurement on behalf of States poses a high inherent risk for the Organization, which should be managed through effective second-line oversight and management assurance. This includes effective safeguards for procurement projects at the design and inception phases to attract competition, ensure value for money for significant investments incurred and transparency in managing entrusted public funds.

6.8 **Project lifecycle:** the project lifecycle can be improved. It was noted that in some projects the monitoring and reporting mechanisms outlined in Project Documents were not effectively applied by ICAO, and detailed monitoring plans were not always available to formally measure project progress and to be able to evaluate whether resources were effectively and efficiently utilized.

6.9 **Organizational culture:** while the Secretary General sets the tone at the top for the Secretariat staff, the ICAO Council also is a crucial component in enhancing and improving the organizational culture as the governing body members share the same ICAO headquarters buildings and sometimes the same floor with ICAO personnel, and daily interaction with ICAO staff is continuous. In this regard, the Council has a unique role in influencing the organizational culture. As mentioned by OIO in its 2023 annual activity report, the adoption of a Code of Conduct for the members of the Delegations to ICAO would further enhance its functioning and accountability.

6.10 **Implementation of oversight recommendations:** management made good progress in closing the oversight recommendations. There are still some delays in implementing oversight recommendations which weakens the control environment and hampers ICAO from benefitting from expected improvements/enhancements to its systems, procedures, and processes. The system of internal controls should be enhanced by timely implementing all oversight recommendations to bring about the intended changes in the first- and second-line functions, while increasing operational effectiveness and efficiency. At the same time, OIO observed some oversight fatigue and increased competing priorities of the ongoing initiatives and corporate processes.

6.11 **Gender equality:** to sustain its Audit and Evaluation Indicators of the UN System-wide Action Plan (UN-SWAP 2.0), OIO embedded gender equality mainstreaming in its audits and evaluations. In particular, as part of an audit of procurement as well as in the audits and evaluations of the Regional Offices, gender equality principles were included in terms of gender-responsive procurement and gender equality advancements in the Regional Offices. Additionally, OIO conducted a dedicated risk assessment with ICAO's gender focal points and updated the organizational gender risk assessment. ICAO faces inherent risks in advancing UN-SWAP 2.0 indicators due to the technical nature of its mandate and limited resources on gender equality mainstreaming. In line with the UN-SWAP 2.0 requirements, in 2025, OIO will be conducting a targeted evaluation of ICAO's Gender Equality Programme in 2025, while this theme will continue to be embedded in other individual oversight engagements.

7. SUMMARY OF OVERSIGHT REPORTS ISSUED IN 2024

7.1 Audit of IT Asset Management (IA/2024/1)

Overall audit opinion : Major improvement needed

7.1.1 OIO's audit of IT asset management uncovered significant weaknesses in governance, processes, and controls due to outdated or absent administrative instructions, reliance on manual data entry, and lack of automation. Data inconsistencies, incomplete asset records, and inefficiencies in managing tangible and intangible assets, such as software licenses, were highlighted. Departments maintain separate, uncoordinated records, increasing the risk of errors, theft, and asset mismanagement. OIO provided high-priority recommendations to improve oversight, data accuracy, and process automation.

7.2 Review of the Statement of Internal Control (IA/2024/2)

Overall audit opinion : Effective

7.2.1 OIO's review revealed that the procedures, process and methodology followed by ICAO in the preparation of the annual Statement of Internal Control (SIC) are consistent with UN entities that prepare an annual SIC, and its structure, content, flow, and statement for assurance are closely aligned with other entities of the UN system. There are some areas to further strengthen the assurance process, which include the need to perform monitoring and validation of the annual Management Assurance Statement and Declaration (MASD) for accuracy and factual correctness and following up with bureaus and offices on key internal control weaknesses that they highlighted to ensure that their controls are improved.

7.3 Mid-term assessment of the implementation of the Transformational Objective (IA/2024/3)

7.3.1 The Transformational Objective (TO), encompassing People & Culture, Digital, and Operational Transformation is managed by a Transformation Team within the Office of the Secretary-General. The programme initially included 38 projects with a CAD \$32.2 million budget in January 2023, which evolved to 42 projects before returning to back to 38 projects by mid-2024 due to scope adjustments. By June 2024, 13 projects were completed and closed, 17 were on track and eight were assessed by OIO to face delays or risks. The assessment highlighted achievements in portfolio management, governance, risk management, and capacity development but also identified areas for improvement, including better knowledge transfer, financial management and reporting, KPI definition, and project dependency mapping. OIO advised refining business cases, updating project interdependencies, and prioritizing impactful projects to ensure alignment with ICAO's transformational objectives and completion by December 2025.

7.4 Review of payments to Cigna (IA/2024/4)

Overall audit opinion : Effective

7.4.1 This was a limited review which included (1) reviewing the process and controls in place for payments made to Cigna; (2) reviewing a sample of payments made for confirmation purposes; (3) checking for compliance with the contract performance; and (4) enquiring with Cigna on its independent quality control assurance in place pertaining to internal controls. OIO noted that Cigna provides an annual stewardship report to ICAO presenting its performance against performance indicators and other standards indicated in the contract. OIO noted that some improvements are needed to strengthen controls such as: (i) establishing a system to validate the monthly invoices from Cigna against ICAO records for the billing period; and (ii) performing sample testing of Cigna claims on a periodic basis, including documenting the procedure, frequency, volume, and reporting of the results.

7.5 Audit of the SAM Regional Office (IA/2024/5)

Overall audit opinion : Effective

7.5.1 The South American Regional Office (SAM) successfully fulfils its mandate, collaborates with regional aviation bodies, and achieves project goals, but needed to improve controls in information technology, asset management, risk management, succession planning, recruitment and funding for project-related staff. To address these issues, OIO recommended enhancing controls in ICT, assets, and knowledge management and creating a comprehensive risk register to further strengthen SAM's operational efficiency and adaptability.

7.6 **Audit of Procurement (IA/2024/6)**

Overall audit opinion : Some Improvement Needed

7.6.1 OIO noted that based on the procurement process and design, controls over the procurement process were functioning, however, controls such as recurrence of training, absence of a procurement risk management strategy, strengthened procurement planning, enhanced oversight of DPOs with a potential increase in the delegation of authority threshold needed some improvement. Two areas required major improvement in (i) strengthening the second-line oversight and management assurance over procurement, particularly in relation to procurement on behalf of States; and (ii) more effectively managing the inherent risks pertaining to procurement on behalf of States, address their root causes and enhance safeguards to attract competition, ensuring value for money and transparency in the process.

7.7 **Evaluation of the Country Portfolio of Thailand (EV/2024/1)**

7.7.1 ICAO has tailored its support to address specific challenges of Thailand's aviation sector, focusing on safety, security, air navigation, and environmental protection. ICAO's support was in line with aviation plans and the needs and expectations of Thailand. Though still below the global average of 69.32% Effective Implementation (EI) rate, Thailand's achievement in increasing the EI Rate to 61.73% is encouraging. Tailored technical assistance and guidance from APAC RO, alongside active participation in the Cooperative Aviation Security Programme (CASP), played a pivotal role in Thailand's surpassing of the Global Aviation Security Plan (GASep) target. However, the absence of country-specific targets hampers the utility of Regional Operating Plans for monitoring and reporting, affecting a comprehensive assessment of ICAO's contribution to Member States.

7.8 **Evaluation of the Regional Portfolio of the MID Regional Office (EV/2024/2)**

7.8.1 The MID RO's operating plans and support activities are highly relevant in addressing Member States and regional priorities and needs. The RO's effort to facilitate collaborative working relations with other Regional Offices and through the regional groups and sub-committees was effective in fostering regional cooperation and in preventing duplication of efforts. At the same time, the high number of sub-committees and associated meetings can potentially hinder the RO's work and the effectiveness of the planning process. MID RO's regional operating plan was aligned with the Global and Regional Plans. Despite facing numerous challenges associated with multifaceted conflict in the region, MID RO made tangible contributions to improve aviation safety, security, capacity and efficiency in the region. The EI rates for both aviation safety and security are above the global average and the Global Aviation Safety Plan (GASP) targets and the Global Aviation Security Plan (GASep) targets. While the Regional Operating Plan serves as a useful framework for results management, its effectiveness was reduced due to inadequate use of the framework for proper results planning, monitoring and reporting.

8. **STATUS OF IMPLEMENTATION OF OVERSIGHT RECOMMENDATIONS**

8.1 Timely implementation of oversight recommendations helps ICAO to improve its overall operational effectiveness and efficiency, enhance compliance with existing policies/procedures and safeguard the Organization's assets. The table below provides information on the issuance and implementation of oversight recommendations during 2024. Appendix A provides further information on the high-priority overdue recommendations.

Source	Open as at 31/12/2023	Issued during the year	Closed during the year	Open as at 31/12/2024
OIO	76	19 ²	46 ³	49
External Audit	27	17	31	13
JIU	45	20	14	51
Total	148	56	91	113

8.2 As of 31 December 2024, management closed 46 recommendations which demonstrates its commitment to enhancing ICAO's governance, risk management and compliance with internal controls. See Appendix B for further information on the recommendations' implementation progress. Out of the 49 recommendations that were open as at 31 December 2024, 26 were overdue vis-à-vis planned target dates for implementation (14 of those overdue were high-priority recommendations)⁴. Also, the target dates for 22 of these had been revised and extended, in some cases, more than once.

8.3 The OIO monthly update on the status of the implementation of oversight recommendations is made available to the Secretary General, the SMG, the EAAC, and the External Auditors. Copies are also posted on the Council website.

8.4 In order to assist the Organization in implementing overdue recommendations, in 2024, OIO held discussions with each responsible manager to understand factors hampering the implementation and outstanding management actions to close these recommendations. OIO plans to continue these meetings every quarter.

9. ADVISORY OVERSIGHT WORK

9.1 OIO continued to provide objective advice and guidance to improve the Organization's operations, systems and processes related to governance, risk management and internal controls⁵. The list of areas where advisory services were provided by OIO during 2024 is in Appendix C.

10. OTHER OVERSIGHT ACTIVITIES

10.1 Quality Assurance and Improvement Programme

10.1.1 OIO maintains a quality assurance and improvement programme (QAIP) that covers all aspects of the internal audit and evaluation activities. In December 2024 OIO's internal audit function underwent an external quality assessment (EQA) that found that the OIO audit activity *generally conforms* with the International Professional Practice Framework (2017) and the Code of Ethics of the Institute of Internal Auditors. This is the highest rating available in the IIA quality assurance system. OIO was able to maintain this rating from the last EQA conducted in 2019.

² Apart from the 19 recommendations issued during 2024, between 1 January 2025 and the date of finalization of this report, 12 new recommendations were issued.

³ Apart from the 46 recommendations that were closed, between 1 January 2025 and the date of finalization of this report 5 recommendations were closed.

⁴ Of the 14 overdue high priority recommendations, between 1 January 2025 and the date of finalization of this report, 2 recommendations were closed, while 2 recommendations were extended.

⁵ Paragraph 7.3 of the OIO Charter

10.1.2 To ensure that assurance and advisory internal oversight work adds value and contributes to organizational effectiveness and efficiency, OIO monitors the impact of implemented recommendations.

10.2 UNEG Peer Review of the Evaluation Function

10.2.1 OIO will plan to undergo its second Peer Review of its Evaluation Function during 2026 to assess whether OIO's evaluations adhere to the evaluation principles and apply best practices in managing and conducting evaluations in line with the United Nations Evaluation Group (UNEG) Norms and Standards, which were adopted by all the UN System Organizations. The first Peer Review conducted in 2020 confirmed that the evaluation function meets the norms and standards of the UNEG.

10.3 OIO Retreat

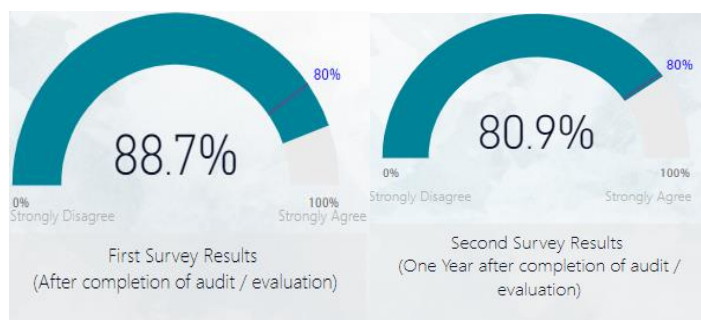
10.4 OIO organized an annual planning retreat to discuss its overall performance, working methods and priorities for preparing its work plan for 2025. OIO's risk assessment methodology was updated to incorporate emerging risks, existing risks in the Organizational Corporate Risk Register, feedback received from Representatives on the Council, the EAAC, the Secretary General, and Senior Management.

10.5 Update of OIO Intranet and Public Website and Awareness

10.5.1 To have up-to-date information on OIO's structure, reports, and other activities, during 2024, OIO continued to keep its intranet and public webpages updated. A yearly newsletter is also published to keep everyone informed about the latest updates in OIO. In addition, a flyer was used to enhance awareness amongst personnel of OIO's services, the distinction between audit and evaluation and the roles of other oversight bodies within ICAO. OIO significantly contributed to ICAO's first-ever anti-fraud and anti-corruption campaign.

10.6 Feedback from Stakeholders

10.6.1 OIO continued to seek feedback from managers responsible for audited/evaluated areas to identify satisfaction rates and areas for improvement in the quality of its work and services provided. Based on an analysis of survey responses, OIO achieved an overall satisfaction rate of 89% during 2024. Additionally, OIO sent another survey one year after the completion of an audit or evaluation providing that at least 75% of the recommendations have been implemented, to assess the impact of its oversight work. The consolidated results indicate that a satisfaction rate of 81% has been achieved. These two results are stable from 2022 to 2023. OIO appreciates this positive result and constantly strives to improve its performance and the impact of its work.



11. COOPERATION WITH EXTERNAL OVERSIGHT BODIES

11.1 Evaluation and Audit Advisory Committee

11.1.1 OIO regularly presented the results of its oversight assignments to the EAAC virtually or in person and discussed significant governance, risk management, internal control, and programme management issues with the Committee. OIO is very appreciative of the continued support and advice provided by the EAAC on OIO's work.

11.1.2 Despite its limited resources, as of December 2023, OIO started providing secretariat support services to the EAAC to facilitate a more effective functioning of the Committee. In this regard, OIO successfully organized the EAAC meetings in 2024, coordinated the EAAC Annual Report, and assisted the President and the Council in replacing two outgoing EAAC members.

11.1.3 The EAAC also reviewed and supported OIO's risk-based methodology and work planning process.

11.2 External Auditor

11.2.1 OIO continued to maintain positive professional relations and cooperated effectively with the External Auditor. As per usual practice, OIO held regular meetings to discuss with the External Auditor the results of oversight reports and other organizational matters related to governance, risk management and controls. OIO also shared its annual and triennium work plan with the External Auditor to avoid overlaps and ensure effective oversight coverage of high-risk areas.

11.3 Joint Inspection Unit

11.3.1 During the reporting period, as the focal point for the Joint Inspection Unit of the United Nations (JIU), OIO coordinated ICAO's input to several JIU reports at various stages of completion and presented working papers to the Council including a summary of recommendations and Secretariat Action Plans for three JIU reports (see Appendix E), as well as the report on the status of implementation of recommendations of the JIU, the report of the JIU for 2024 and programme of work for 2025.

11.4 Networking with Other UN System Oversight Functions

11.4.1 In line with paragraph 13.1 of the Charter, OIO participates in the annual events of oversight functions of the UN system and other international organisations. During 2024, OIO participated in the Annual Meetings of Representatives of Internal Audit Services of the UN system and Multilateral Financial Institutions and other International Organizations (UN-RIAS and RIAS) in Geneva from 17 to 20 September 2024. OIO is the chair of one of the working groups of the UN-RIAS on Strategic Risks, Environmental and Social Safeguards and Joint Audits, and has been a contributing member to the other working groups (AI and Digital Innovation, Data Governance and InfoSec, IIA Global Internal Audit Standards implementation) that seek to stay abreast with best practices and innovations.

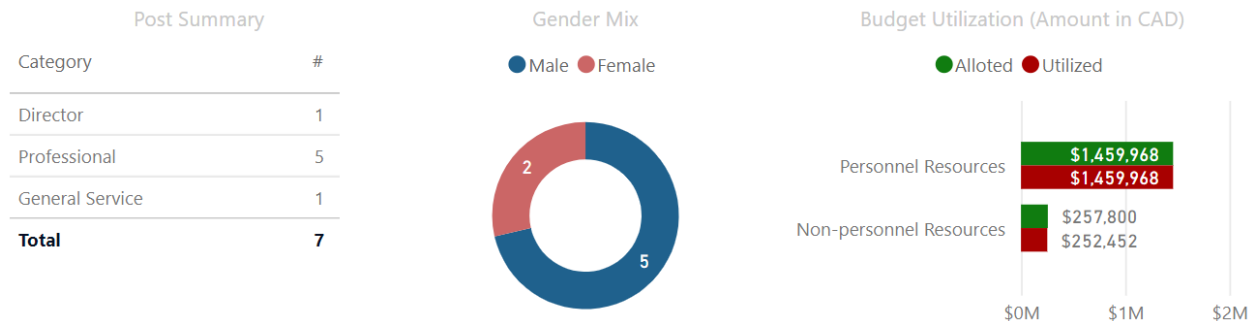
11.4.2 OIO also attended the Annual Meeting of the United Nations Evaluation Group in Malaga, Spain from 29 January to 2 February 2024 and has proactively participated in the working group on Small Evaluation Function that seeks to address challenges and share good practices of UNEG's smaller evaluation teams.

12. OVERSIGHT RESOURCES

12.1 Budget and Staff

12.1.1 To discharge its mandate, OIO was provided CAD \$1.46 million in 2024 which only covers staff costs of its six staff members. A seconded staff from Japan has also been provided for two years. OIO's non-personnel funds needed for effective implementation of the approved OIO Work Plan are secured with additional funding provided by the Secretary General upon request. In 2024 the non-personnel budget requested amounted to CAD\$257 800. The sufficiency of the OIO budget has been discussed and decided by the Council that consideration should be given to provide an adequate budget to OIO to undertake all the planned activities effectively.

12.1.2 Chart: OIO's human and financial resources as at 31 December 2024.



12.1.3 The vacant post of P-5 Senior Internal Audit Officer was filled on 1 March 2024 and a new Chief, OIO joined ICAO on 17 August 2024.

12.2 Training

12.2.1 In line with the OIO Plan and considering the ICAO corporate training budget, OIO staff attended individual trainings on evaluation, vulnerability and penetration testing, risk management, environmental auditing, fraud, investigations and ethics.

APPENDIX A

HIGH PRIORITY OVERDUE RECOMMENDATIONS AS AT 20 JANUARY 2025

Year	Report Title	Recommendation No.	Recommendation	Office Responsible	Original Target Date	Revised Target Date
2020	Evaluation of Regional Projects in Africa	EV-2020-1_2	Regional Offices, in close coordination with SPCP, should Develop results framework with clear results and indicators for active regional projects; Develop performance monitoring plan to track regional project results beyond follow up of activities; Prepare and implement an exit strategy for regional projects to ensure sustainability of results; and fully integrate regional projects within their operating plans and take full responsibility of the management of regional projects. Closing criteria: Regional projects have results framework with clear results and indicators; Performance monitoring plan of regional projects to track project results beyond follow up of activities; Exit strategies for active regional projects; and inclusion of all regional projects in Regional Offices operating plans.	ICAO/Shared	31-Dec-2022	31-Dec-2022
2021	Audit of the Classification Process	IA-2021-1_2	i) FIN and ADB (HR) should take steps to fully integrate HR planning with the Organizations results-based budgeting process, such that bureaus/offices are required to determine the human resources needed to produce the stated results in the ICAO Business Plan. ii) Proposals for reclassification of posts funded by the regular programme budget should be considered as part of the business and operational planning process, so that any associated additional staff costs can be incorporated in the upcoming budget, and implemented only if the budget is subsequently approved. Exceptions during the triennium must be restricted to a limited number of clearly defined circumstances.	ICAO/ADB	30-Jun-2022	30-Nov-2024
2022	Audit of Data Management	IA-2022-3_2	Based on principles adopted by CEB in 2018, ADB should take the lead in developing an organizational policy on personal data protection and privacy to embed personal data protection and privacy management standards in business processes and information systems in a consistent manner.	ICAO/ADB	31-Dec-2023	31-Dec-2024
2022	Evaluation of ICAOs Response to COVID-19	EV-2022-2_1	In collaboration with the Council, the Secretariat should prepare a comprehensive crisis management framework for multiple types of crises, varying duration (short-, medium-, and long-term emergencies) and different geographic scope (e.g., global versus regional emergencies) in close coordination and collaboration with key ICAO partners. The framework should establish clear responsibilities to trigger coordination actions across ICAO and key partners, as well as a menu of possible measures that could be flexibly used during a crisis. It should also include a basic communications plan (i.e., who communicates what and when) for the earliest stages of the crisis, which can be later tailored or improved according to the specificities of the emergency. This framework could be accompanied by pre-developed guidelines and tools (similar to	ICAO/ANB	30-Jun-2024	30-Jun-2024

			those implemented by the CART) that can be deployed as soon as an emergency is declared and before a more targeted response is prepared.			
2022	Evaluation of ICAOs Response to COVID-19	EV-2022-2_6	The Secretariat should develop a phase-out strategy to ensure the continuity of the objectives and achievements of the COVID-19 response. This strategy should describe the process and timeline to scale back, transition and/or terminate the temporary mechanisms and tools established to face COVID-19. The strategy could also elaborate on whether some guidelines developed by the CART could be mainstreamed into regular work (e.g., recommendations that could be included in the SARPs.	ICAO/ANB	30-Jun-2024	30-Jun-2024
2022	Evaluation of the GAsEP	EV-2022-1_3	The Secretariat should identify and allocate resources needed for effective and efficient implementation and management of GAsEP at the Secretariat level including for priority actions that are not resourced. The Secretariat could also, inter alia, consider assigning a GAsEP Coordinator or single point of contact responsible for GAsEP's coordination and overseeing the work on monitoring, reporting and communication with relevant stakeholders.	ICAO/ATB	30-Jun-2023	31-Dec-2024
2023	Audit on TCB Project Personnel	IA-2023-1_1	TCB, in consultation with ADB and LEB, should jointly conduct a harmonization exercise for the project personnel policies and procedures to enhance consistency in Implementation Support for Technical Assistance and Technical Cooperation projects across ICAO.	ICAO/CDI	31-Dec-2023	30-Jun-2024
2023	Evaluation of the AFI Plan	EV-2023-1_2	The AFI Plan Secretariat should improve its result-based monitoring and reporting system in order to monitor its progress and establish the contribution of AFI Plan to progress made by Member States. In this regard, it should: Prepare a monitoring and evaluation plan; Develop and use a database to follow progress of key outcome and output indicators as well as key activities; and Finalize ROST guidelines with the necessary templates linked to the monitoring and reporting plan and database.	ICAO/RO Dakar	31-Dec-2023	31-Dec-2023
2024	Audit of IT Asset Management	IA-2024-1_1	ADB should develop authoritative administrative instructions on asset management including aspects but not limited to (i) roles and responsibilities, (ii) automated systems and procedures, (iii) process of reconciliation of asset data with automated alerts from new ERP and ensuring data quality checks, (iv) physical verification of assets, (v) utilization of assets, and (vi) efficient disposal of old and obsolete items.	ICAO/ADB	30-Sep-2024	30-Sep-2024
2024	Audit of IT Asset Management	IA-2024-1_5	PCL should review the extent of old and obsolete ICT items in the store and should dispose the old and unserviceable stock. Options should be explored to sell or buy back of these old items by respective vendors.	ICAO/ADB	30-Sep-2024	30-Sep-2024

APPENDIX B

STATUS OF IMPLEMENTATION OF OIO RECOMMENDATIONS AS AT 31 DECEMBER 2024

Chart B1 – Yearly statistics of closed, ongoing, and overdue recommendations since 2020

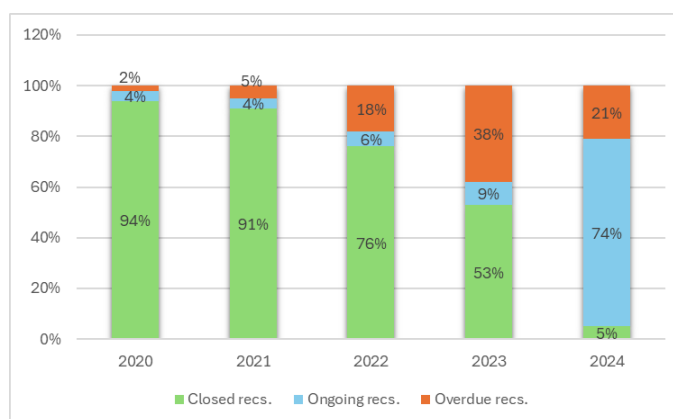


Chart B2 – Outstanding recommendations

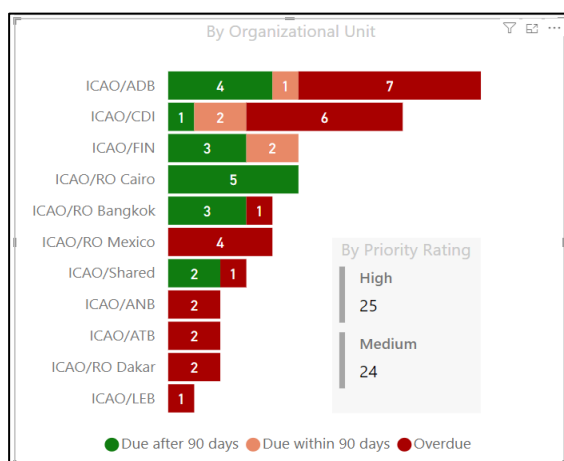


Chart B3 – Overdue recommendations

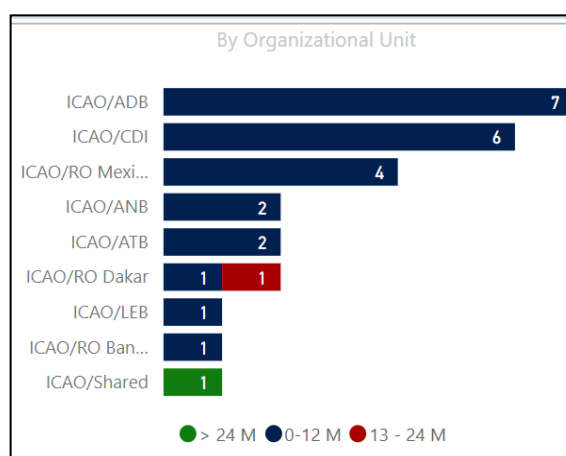


Chart B4 – Recommendations with revised target

Organizational Unit	Target date revised once	Target date revised twice	Target date revised three or more times	Total
ADB	3	0	2	5
CDI	8	1	0	9
FIN	2	1	0	3
Shared	1	0	1	2
ATB	2	0	0	2
RO Mexico	1	0	0	1
Total	17	2	3	22

NOTE: as of 20 January 2025, additional 5 oversight recommendations were closed

APPENDIX C

ADVISORY SERVICES PROVIDED IN 2024

1. Advised on the ERP implementation specific to finance
2. Commented on the revised Management Assurance Statement and Declaration
3. Commented on the new Administrative Instructions on the disposal of mobile devices
4. Provided an advisory paper on the operationalization of the Accountability Framework
5. Drafted a paper on the Evaluability of one of CDI's projects
6. Commented on the 2026-2028 Business Plan results framework
7. Contributed to the anti-fraud and anti-corruption campaign
8. Regularly participated at the Inter-office Advisory Group and other working groups
9. Commented on the revised financial regulations and rules
10. Commented on the new policy on revenue-generating activities

APPENDIX D**DELAYS IN COMPLETING THE MANAGEMENT ACTION PLAN AND FINALIZING THE REPORT**

Assignment Title	Delay in working days
Audit of IT Asset Management	13
Review of the Statement of Internal Control (SIC)	-6
Mid-term Assessment of the Transformational Objective	-11
Review of Payments to Cigna	0
Audit of the SAM Regional Office	7
Audit of Procurement	18
Evaluation of the Country Portfolio in Thailand	43
Evaluation of the Regional Portfolio of the MID Regional Office	42
Average	13.25 working days

APPENDIX E

JIU REPORTS PRESENTED TO THE COUNCIL IN 2024

1. Review of accountability frameworks in the United Nations system organizations (CG-WP/21)
2. Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness (CG-WP/22)
3. Review of mental health and well-being policies and practices in United Nations system organizations (CG-WP/25)
4. Report of the Joint Inspection Unit (JIU) for 2023 and Programme of Work for 2024 (CG-WP/24).
5. Status of Implementation of Recommendations of the Joint Inspection Unit (JIU) (CG-WP/30).

— END —