IA/2025/03

ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

INTERNATIONAL CIVIL
AVIATION ORGANIZATION

Internal Audit Report
On
Events Management and Conference Services

Prepared by:	Rajesh Goel Internal Audit Specialist
Approved by:	Malika Mukhitdinova Chief, OIO
Draft issued:	20 06 2025
Mgmt Action Plan completed:	13 08 2025
Final report issued:	27 08 2025

IA/2025/03

Office of Internal Oversight

ACRONYMS

AI	Administrative Instruction
ARGF	Ancillary Revenue Generation Fund
ANC	Air Navigation Commission
AV	Audio-Visual
CRM	Customer Relationship Management
COS	Conference Services (Unit)
CPMR	Corporate Performance, Monitoring and Reporting
ESS	Environmental and Social Standards
FIN	Finance Branch
LPC	Languages, Publications and Conference Management
GAC	Global Affairs Canada
GS	General Staff
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ICS	Interpretation and Conference Services
IMO	International Maritime Organization
ITU	International Telecommunication Union
RPM	Revenue and Product Management
OIO	Office of Internal Oversight
OSG	Office of the Secretary General
PSPC	Public Services and Procurement Canada
WMO	World Meteorological Organization
TOP	Triennial Operating Plan
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization

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EXECUTIVE SUMMARY

1. In accordance with its annual work plan for 2025 (C-WP/15634), the Office of Internal Oversight (OIO) carried out an audit of the events management and conference services at ICAO. The objectives of the audit were to assess the effectiveness of governance arrangements, risk management and related internal controls to carry out such services, including cost-effectiveness and the environmentally sustainable practices, and the gender and disability perspectives. The audit was conducted in conformance with the Global Internal Auditing Standards of the Institute of Internal Auditors.

2. The Conference Services (COS) Unit serves as a reliable backbone for organizational events, consistently supporting the successful delivery of conferences and high-level meetings. The COS team demonstrates resilience and adaptability, ensuring that core operations continue to run smoothly. Despite constraints, the COS personnel have shown their ability in ensuring that critical meetings and events are organized on time and with due attention to logistics. The COS team successfully implemented Zoom-based interpretation services and established a hybrid meeting setup in response to the challenges posed after the COVID-19 pandemic. The team displays a commitment to client service, accommodates last-minute changes and manages complex requirements with flexibility. Various stakeholders interviewed by OIO expressed their overall satisfaction with the services provided by the COS.

3. COS faces significant challenges such as coordinating complex logistics and providing technical support while meeting diverse client expectations within limited timeframes and budgets. The following aspects affect the motivation of COS team: the uncertainty about extension of consultants' contracts, lack of funding, limited professional growth, and limited career progression.

4. Based on the results of the audit, OIO has given an overall audit rating of *"Major improvement needed"*. This report identified areas for improvement and made seven recommendations related to strategic planning, review of administrative instructions, financial management, performance measurement, skills' upgradation, information management, project management and equipment obsolescence analysis. OIO has also provided advisory notes where there is scope for improvements. Management comments and proposed actions are in the Management Action Plan at Annex 1. The key summaries of audit observations are listed below.

5. **Strategic planning and functional analysis**: OIO noted the absence of a formalized, long-term strategic plan for the COS to address evolving operational demands, particularly concerning the increasing prevalence of hybrid meetings and future venue capacity constraints. OIO also noticed gaps in skills and operational capability of COS in managing hybrid meetings. Despite the availability of infrastructure to conduct three concurrent hybrid events, only one hybrid meeting can be operated by COS due to a lack of trained personnel.

6. **Venue capacity analysis**: A detailed analysis of venue capacity is needed in view of the growing concern that ICAO might be losing opportunities to generate additional revenues because of schedule conflicts and the non-availability of conference space. At the same time, a framework for cost estimation, billing, and revenue tracking to ensure full or partial cost recovery needs to be developed.

7. **Policy framework**: Key administrative instructions governing planning and convening meetings, video conferencing and provision of audio-visual support and social events have not been updated for a significant period and are not fully aligned with current operational practices. This disconnect creates a risk of inconsistent application, operational inefficiencies, and potential non-compliance.

8. **Staffing:** There is heavy reliance on consultants rather than staff. This creates risks of instability and operational challenges as medium-term consultants are subject to mandatory breaks after 11 months of service leading to staffing shortages, operational overheads caused by the constant need to renew contracts, contracts lacking the benefits and security of staff members making them more likely to leave for better opportunities, constant turnover leading to loss of institutional knowledge, and requiring continuous retraining of new personnel.

9. **Operational controls:** There is scope for improvement in strengthening risk management and internal controls in various areas, such as budgetary management and information management. The current approach tends to be more reactive, addressing issues as they arise, rather than adopting a proactive stance focused on anticipating and mitigating risks in advance. OIO observed a recurring pattern of expressed budgetary concerns coupled with a lack of comprehensive financial planning and expenditure profiling.

10. **Digital platforms:** OIO highlighted limitations in the integration and reporting capabilities of the two primary ICT applications – gMeets for scheduling and Customer Relationship Management (CRM) for online registration of participants. The lack of a comprehensive management information system prevents holistic data analysis. There is heavy reliance on manual methods for generating reports and managing data in spreadsheets, introducing risks to data integrity and auditability. The in-house CRM application used by COS for participant registration, particularly for revenue-generating events, faces several operational challenges including frequent user issues, problems in payment handling and voucher management, and inconsistent system availability.

11. **Infrastructure upgrade:** Global Affairs Canada (GAC) and Public Services and Procurement Canada (PSPC) have provided significant support for upgrading ICAO's conference room infrastructure, beginning with CR-3, where a new system was installed in 2024. However, technical incompatibility with existing camera systems rendered CR-3 unusable for events in February 2025. This issue was resolved in May 2025 and should be a lesson learned for the upcoming audio-visual system upgrade in Assembly Hall (CR 1 and CR 2) starting after the 2025 Assembly. OIO emphasizes the need for ICAO to allocate sufficient technical and project management resources to mitigate risks.

12. **Equipment analysis:** A formal and recurring process for obsolescence analysis of audio-visual equipment nearing or past their end-of-maintenance support was not in place. This lack of proactive identification poses risks to operational continuity.

13. **Efficiency and effectiveness:** OIO found several opportunities for efficiency savings by streamlining fragmented and obsolete systems and avoiding manual workaround in processes, as well as the need to align staffing to its operational needs. Fragmented systems and outdated policies hamper operational efficiency and organizational effectiveness. The COS Unit will benefit from implementing the recommendations of this report in managing the events management and conference services in a cost-effective manner.

14. **Environmental and Social Safeguards:** COS personnel are aware of and adopted measures to achieve the environmentally sustainable practices and promote inclusivity. COS conforms to ISO standards on environmental management systems and took steps to provide an accessible and inclusive conference and interpretation environment. Also, the ICAO participant handbook emphasizes adherence to The Code of Conduct for the prevention of harassment.

15. OIO wishes to thank COS management and the team for their assistance and cooperation during the audit.

RESULTS OF THE AUDIT

Introduction

16. The Conference Services (COS) Unit is responsible for all aspects related to the scheduling and coordination of ICAO meetings and events. The convening and conduct of ICAO meetings are governed by the Standing Rules of Procedure of the Assembly, Council and other subsidiary bodies and committees and related Assembly Resolutions. The process of events management and conference services are further governed by a set of Administrative Instructions and associated procedures, notably the Administrative Instructions for planning and convening of ICAO meetings (last revised in November 2011), Administrative Instructions on the provision of conference facilities (last revised in 2010), the ICAO conference center rules and regulations (last updated in 2019), and the Administrative Instructions on the Use of ICAO Conference Facilities for Social Events (last revised in May 2016).

17. The key activities of the COS are:

    - **Event Planning and Coordination:**
        - Managing all aspects of event's logistics and budget management.
        - Coordinating with internal and external stakeholders, such as meeting organizers, speakers, and vendors.
        - Developing and implementing event plans and timelines.
    - **Conference Facilities Management:**
        - Overseeing the maintenance and operation of conference rooms, meeting spaces, and related facilities.
        - Ensuring the availability and proper functioning of audio-visual equipment, technology, and other necessary resources.
        - Providing on-site support during events, including technical assistance and troubleshooting.
    - **Administrative Support:**
        - Providing administrative support services, such as registration.
        - Managing event documentation, records, and reports.

18. COS was part of SSG (Safety, Security and General Services) till February 2024, when it was merged with LPC (Language, Publications and Conference Services). The Head of COS reports to the Chief, Interpretation and Conference Services. COS has varying sources of funding, which include budget allocations from the triennial regular budget for operations and remuneration of consultants, staff salaries largely coming from Ancillary Revenue Generation Fund (ARGF)/1208, and event expenses that are partly covered by Bureaus and external clients.

19. COS conforms to ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management) and ISO 45001:2018 (Occupational Health and Safety Management) Standards. The last recertification audits were conducted by an outsourced agency[1] in April 2024.

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[1] Intertek

Audit Objectives, Scope and Methodology

20. The **objectives** of the audit were to assess:

    (i)   the effectiveness of governance arrangements for event management and conference services.

    (ii)   the effectiveness of risk management and related internal controls to carry out such services, including operational support services and transactions.

    (iii)   whether events management and conference services are managed cost-effectively and consider the environmentally sustainable practices, as well as gender and disability perspectives.

21. **Scope** of this audit included review of the financial transactions from the period July 2022 to December 2024. The audit also analyzed the two ICT systems – gMeets and CRM - used for scheduling of events and registration of participants, respectively, and whether these systems deliver the expected benefits. OIO faced limitations in conducting a proper analysis of available data due to the ad hoc nature of data compilation by COS and the overall poor data quality.

22. **Methodology**: OIO carried out a desk review of available documentation for assessing the design and effectiveness of governance, risks or opportunities and internal controls to provide assurance about effective operations and management of services. OIO conducted interviews with key personnel to seek clarifications and gain a better understanding of the systems as appropriate. OIO interviewed conference service managers of four international organizations[2] to learn about their practices for benchmarking. OIO also conducted an anonymous survey to obtain direct feedback from 21 staff and consultants working in COS to which 16 responses were received and are presented in Annex 3. The survey results reveal a mixed experience from team members, highlighting some areas of concern, alongside examples of strengths. The report presents a thematic analysis based on each aspect.

Audit Observations and Conclusions

### Key achievements and initiatives undertaken by COS team

23. COS fully supports ICAO's mandate by providing good quality services. While the COS team has been proactively overcoming several operational challenges, it has introduced the first UN-wide integrated management system (ISO IMS) certification on three major ISO standards, demonstrating COS's initiative and excellence within its mandate of the delivery of services for managing events and conference services. Moreover, it established a COS onboarding programme and learning opportunities. COS team also implemented a Zoom-based interpretation hub during the pandemic, demonstrating agility and proactivity, as well as hybrid solutions for meeting rooms.

Strategic planning and functional analysis

24. COS operates within a dynamic environment, requiring proactive strategic planning to ensure its continued cost-effectiveness and relevance. The increasing complexity of event formats, driven by technological advancements and evolving participant expectations, necessitates a forward-thinking approach. Without a clearly defined strategic approach in planning, the COS risks becoming reactive, struggling to adapt to emerging trends and potentially compromising service quality.

25. OIO carried out a trend analysis of the number of meetings organized by COS in the Conference Center of the Headquarters building and the number of in-person participants attending these meetings in 2019, 2023 and 2024[3]. The data is derived from various sources, including manually compiled weekly meeting schedules, CRM system outputs on registrations, and meeting schedules from gMeets. These sources contain inconsistencies due to manual entry errors, formatting discrepancies, and variations in data collection practices. Therefore, the statistics presented in this report are only indicative and used for general trend analysis rather than for precise statistical reporting.

Figure 1 - Number of In-Person Meetings[4] in Conference Centre and Number of Participants
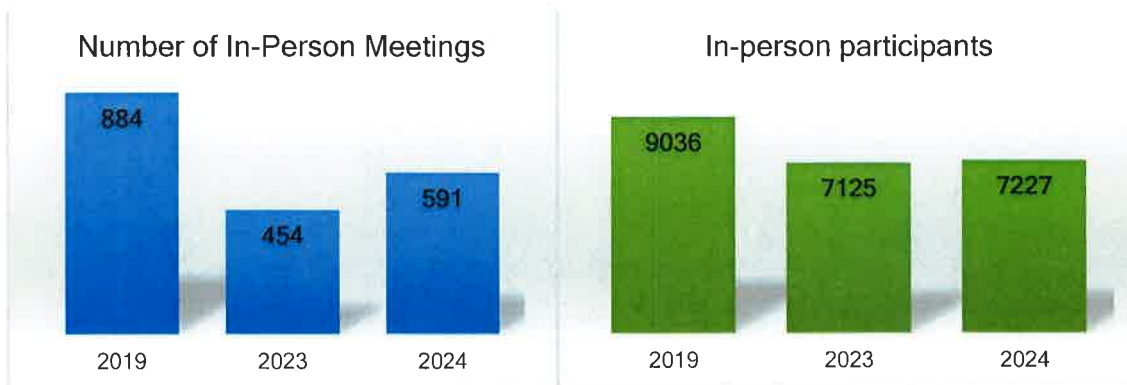
(Data Source: COS Statistics on meetings in Conference Center at ICAO Headquarters in Montreal)

26. There is a gradual return to traditional meeting formats following the widespread adoption of virtual platforms during the preceding years. At the same time, the overall number of participants has remained relatively stable.

27. OIO also analyzed the trend of meetings adopting virtual modes since 2020, when COVID-2019 necessitated the fast adoption of virtual technology.
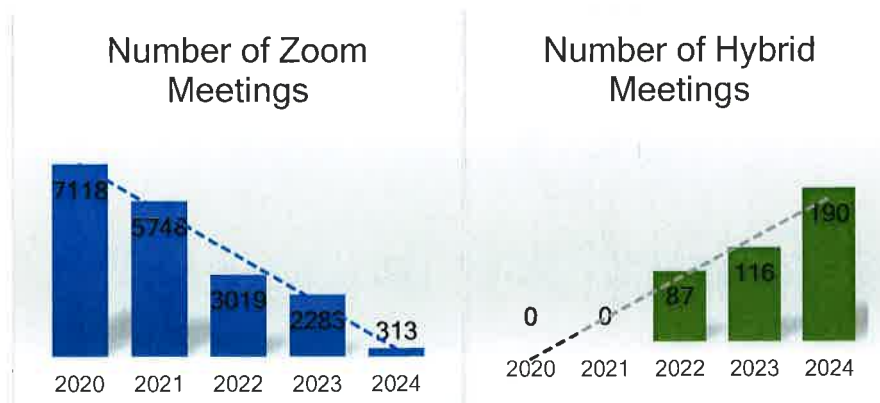
(Data Source: COS Statistics on meetings in Conference Center at ICAO Headquarters in Montreal)

28. The analysis of meeting trends reveals a dynamic landscape characterized by the resurgence of in-person meetings, the growing popularity of hybrid formats, and the decline of Zoom-only meetings. These trends have significant implications for the COS, requiring adjustments to logistical planning, resource allocation, skill development, and technology investments. The primary challenge is

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[3] The period 2020-2022 was excluded from this analysis as no meaningful trend analysis was possible if this period was included, as COVID-19 necessitated all events to be organized virtually.

[4] A single event may correspond to a series of meetings on different days

ensuring seamless connectivity, audio-visual quality, and platform compatibility for both in-person and virtual participants. This will necessitate a reassessment of human resource allocation within the COS, ensuring adequate staffing to manage both in-person and virtual aspects of hybrid events.

29. While ICAO invested CAD 314,264 in hybridization project with projected capacity to run three simultaneous hybrid meetings, there is still limited technical capacity and knowledge within the COS (see also the audit observations about skills' upgradation in section related to human resource management). At present, it is possible to operate only one hybrid meeting. There are increased demands to conduct meetings in a hybrid mode, however, resource limitations pose severe challenges in managing parallel hybrid meetings. The Air Navigation Commission (ANC) also requires conducting its meetings in a hybrid format, and necessary arrangements are needed to enable this transition.

30. COS reported in the Corporate Performance, Monitoring and Reporting (CPMR) tool in 2024 that the ICAO TOP (Triennial Operating Plan) activity[5] for augmenting the human resources and capacity to run hybrid meetings, could not be achieved.

31. Furthermore, there is a disconnect between formal job roles documented in job descriptions and actual work being performed. The root causes include role creep, evolving project needs, and outdated job descriptions. The team survey results (Annex 3) also indicated this gap, as eight COS personnel (50%) disagreed or strongly disagreed that their job descriptions accurately reflect their daily responsibilities.

32. Unavailability of technical personnel to operate meetings during the 42nd Assembly in 2025 has been identified as a high risk in the risk register concerning the Assembly meeting.

Risk Management

33. COS reported that they manage risks within the realm of ISO certifications, however, their risk management activities should be integrated within the ERM process at the corporate level.

Venue Capacity Assessment

34. Every year, a working paper presented by the Secretary General is submitted to the Council proposing the programme of meetings for the following year and the tentative programme for the following three years (for planning purposes only). Meetings proposed under four different categories are included in this working paper. While the meetings under the different categories are approved by the Council, the social events of the delegations are approved by the Secretary General.

35. The Conference Center of the ICAO headquarters has multiple conference rooms[6] with varying capacity. The ICAO Council and Air Navigation Commission have designated conference rooms for their meetings. The triennial Assembly is hosted by combining CR 1 and CR 2. While confirming availability of conference space for various events, the highest priority is accorded to Categories 1, 2 and 3, followed by Category 4.

36. Revenue and Product Management (RPM) also organizes events using COS services on a cost recovery basis. Various RPM events are organized every year, depending on the availability of

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[5] Supporting Strategy 6.1
[6] CR 1 and CR 2 (collectively Assembly Hall), Council Chamber, Air Navigation Commission Chamber, CR 3 (Roberto Kobeh room), CR 4A/4B, CR 5, CR 6 (Morocco Room), CR – 7A/7B, CR A/B/C/D/E

capacity to host revenue-generating events. These events are planned if suitable conference venues are available in the conference center after prioritizing ICAO events of all categories.

37. There is a growing concern that ICAO might be losing opportunities to generate additional revenue because of schedule conflicts and the non-availability of conference space. This situation is further exacerbated by planned infrastructure upgrades[7] within the next three years, which will undoubtedly place additional strain on existing capacity. The gMeets scheduling data of 2024 showed that there were 193 blockings of slots just for maintenance activities in the conference rooms.

38. **The COS should urgently undertake a comprehensive capacity assessment of available conference space.** In the absence of a sound and transparent data-driven analysis of current conference space utilization and potential future demand, the COS risks facing criticism from stakeholders. This lack of data will lead to reputational damage, particularly as the planned upgrade projects will likely disrupt normal operations and further limit available venues.

39. Facing similar challenges, ███████ has initiated the process of hiring a resource for conducting an assessment to identify capacity gaps, including workload, to ensure that process optimization and organizational adjustments are supported by the necessary resources. ICAO can benefit from liaising and collaborating to adopt best practices in assessing organizational capacity and aligning strategic direction.

Funding Sources

40. COS has varying sources of funding, which include budget allocations from the triennial regular budget or from carryover funds for operations and remuneration of consultants, staff salaries largely coming from Ancillary Revenue Generation Fund (ARGF)/1208, and expenses that are covered by Bureaus and external clients. This funding approach has allowed the unit to meet the operational demands; however, it also creates inconsistencies in financial planning and limits the ability to forecast resource requirements with precision. The current operational structure is not aligned with a funding model, e.g. there is no Regular Budget to fund some essential services, while not all services and processes are fully cost recovered. None of the personnel in COS are funded by the Regular Budget except for one. At the same time, the audit has identified potential opportunities for efficiencies, which need to be assessed and implemented.

41. To address evolving operational demands and challenges, and ensure sustainable service delivery, Senior Management should assess and choose the best funding model for Conference Services, for example (a) continued funding from ARGF(RPM/CDI) or (b) an earmarked annual budget funded by regular budget. Each model's impact on operational efficiency and sustainability should be assessed while keeping in view the basic managerial principle that the bureau responsible for funding the activities should retain oversight of operations with a mandate to monitor performance and productivity and to ensure alignment with strategic and financial objectives.

42. Also, in view of the newly introduced cost recovery policy approved by the Council in 2023, COS needs to transition towards a more structured cost recovery mechanism, with a potential combination of the Regular Budget and cost recovery. This approach would enhance financial sustainability by ensuring that event-related expenditures are adequately offset by revenue-

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[7] Assembly Hall upgradation project involving CR 1 and CR 2; to be implemented over a period of three years after 42nd Assembly

generating events. Implementing standardized cost recovery practices will not only align with the ICAO's policy on cost recovery but also foster greater accountability, transparency and efficiency.

Recommendation 1 (High Priority)	Strategic Planning

The Director, ADB with assistance from COS, should develop and implement a long-term strategic plan to meet evolving operational needs and ensure sustainable service delivery, including (i) a staffing strategy with updated roles for hybrid meetings, (ii) a three-year venue capacity assessment considering upgrades, and (iii) a cost framework for estimation, billing, and revenue tracking to support cost recovery.

Administrative Instructions

43. OIO observed that the Administrative Instructions for COS activities address some parts of the end-to-end process instead of offering a comprehensive framework with essential provisions regarding risks associated with conference services and events management. This framework should include elements of planning, governance on roles and responsibilities involving various stakeholders (internal, regional offices, and external), cost-effective control activities, risk tolerance for exceptions, and oversight arrangements.

44. The following key AIs encompass the functions of events management and conference services, providing a regulatory framework and documentation of approved operational practices, which are outdated:

Administrative Instruction	Year last updated	Remarks
AI on the Use of conference facilities for social events	2016	• The practices for depositing recoverable rental rates and other charges have undergone changes since the last revision. • There is no documentation about responsibilities for reconciliation of the deposits against each social event.
AI on video conferencing	2008	There are references to Skype and Webex in this AI, which are no longer in use.
AI on planning and convening of ICAO meetings	2011	There are references to the Horizontal Governance Board, which does not exist anymore.
AI on the provisions of conference facilities, audio systems support and documentation arrangements for meetings held at headquarters	2010	This process has undergone significant changes since the last revision.

45. Lack of periodic review has resulted in divergence between the documented procedures and the current operational practices employed by personnel. Consequently, the instructions no longer accurately reflect the evolving needs of the organization, the introduction of new technologies, or changes in regulatory frameworks. This disconnect presents a potential risk of inconsistent application of procedures, increased operational inefficiencies, and potential compliance issues.

46. Personnel are often relying on informal knowledge and ad-hoc practices, rather than outdated administrative instructions. This reliance on undocumented processes creates a lack of standardization and transparency, hindering effective internal control and accountability.

Recommendation 2 (High Priority)   Review and update of Administrative Instructions
The Head, COS, should conduct a comprehensive review of all existing administrative instructions and integrate them under a one-stop framework covering governance, cost-effective and risk-focused controls, exceptions, approval and monitoring to ensure alignment with current operational practices, regulatory requirements, and organizational policies. The consolidated and updated Administrative Instructions should be adopted by D/ADB and SG through appropriate channels.

Financial Management

47. COS budget management is fragmented, divided among different funding sources, making it not fully transparent and difficult to monitor. OIO could not obtain the standard budget versus expenditure report from Agresso ERP because COS lacks its own cost center, project code, and work order code. Its budget is part of the overall budget for the section at the next level in the organizational hierarchy.

48. In the past, the budget of COS was a part of SSG[8] section's overall budget, and therefore, it was not possible to separately analyze the budget and expenditure portion of COS. The budget of COS continues to be a part of the SSG budget in the current triennium, even after COS was shifted to LPC in February 2024. In 2024 and 2025, SSG transferred prorated amounts from the SSG cost center to the LPC cost center and continues to pay the obligated amounts of ongoing purchase orders belonging to COS. SSG informed OIO that the Finance Branch (FIN) will allocate budgets to LPC/ICS/COS from the next triennium, beginning in 2026.

49. COS spends about CAD 1.5 million annually to meet its normal operational expenditure and remuneration of consultancies. This is an indicative figure calculated based on historical data of COS procurement orders. In addition, COS operations are supported by special project allocations from time to time (e.g. hybridization project) and expense recoveries from ARGF/1208 in case of RPM revenue-generating events. The salaries of all staff members[9] in COS, including that of Head/COS, is also funded through ARGF/1208. For the expenses related to the requesting Bureau meetings (e.g. catering, overtime, special equipment hiring, etc.), funds are made available from the meeting budgets of the relevant Bureaus.

50. OIO noted a recurring concern regarding funding limitations expressed by COS. At the same time, OIO observed that a special allocation of CAD 375,000 in 2024 could not be fully spent in that year because of delayed allocation of these funds in November 2024. OIO also noted procedural delays in renewal of Harmony Cloud licenses for Conference Recording and Monitoring System because of uncertainty about allocation of funds.

51. There is a need for improved financial planning and forecasting within the unit, as well as certainty in budget allocation, associated with its strategic planning approach (**see Recommendation 1**). Dependence on ARGF and ad-hoc funding has impeded streamlined financial oversight and control by RPM, LPC and other funding sources. Enhancements in this area could provide a clearer understanding of financial requirements and proactive resource allocation.

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[8] Previously called CSG (Conference, Security and General Services) when COS unit was part of this section.

[9] Except one GS-7 position which is vacant at the time of writing of this report.

Recommendation 3 (Medium Priority)	Financial Management

The Chief, Interpretation and Conference Services Section (ICS), with support from COS, should conduct a detailed, itemized assessment of its funding needs across operational, consultancy, and special project categories, including cost-efficiencies and streamlining of processes. Any identified gaps between allocated and required funds must be promptly escalated to Senior Management with supporting justification for prioritization. The monitoring of budget implementation should be regularly performed to ensure that the budget supports the implementation of its strategic planning approach and provides value for money.

Revenue realization

52. OIO noted a few instances where invoices pertaining to rental fees and cleaning services for conference facilities utilized by delegations were processed and submitted to FIN with delays of more than six months after hosting the event. **OIO strongly advises to timely process all invoices as this might affect efficient revenue collection.**

53. ████████ recently initiated a project for the automation of invoicing of revenue-generating activities that covers 12 types of rental/services invoiced to customers with an average volume of 1700 invoices generated manually. ICAO can benefit from liaising with peer organizations in adopting best practices.

Human Resource Management

Staffing

54. There are 8 budgeted posts in COS, including the position of Head of the unit (H/COS) at P-3 level. The remaining seven of these positions are at the General Staff (GS) level. Apart from these, there are 12 consultants in COS[10] to support events coordination, conference technical services and registration of participants. COS is also in the process of recruiting secondees to augment the human resources. H/COS reports to C/ICS, who oversees both the COS and Interpretation team.

55. There is a heavy reliance on consultants rather than staff. This creates risks of instability and operational challenges as many consultants are subject to mandatory breaks after 11 months of service, leading to staffing shortages, operational overheads caused by the constant need to renew contracts, consultants lacking the benefits and security of staff members making them more likely to leave for better opportunities, constant turnover leading to loss of institutional knowledge, and requiring continuous retraining of new personnel.

56. OIO carried out a benchmarking study to compare this situation with other UN and International Organizations. It was generally found that there are no major differences in availability of human resources when compared with benchmarked organizations, however, other organizations do not engage consultants in longer-term core activities, preferring to have technical staff holding staff positions to manage the conference services.

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[10] Four venue and event coordinator/assistants, six audio-visual technicians, one registration assistant, one resource management assistant (incumbency of February 2025)

57. In organizations[11] contacted by OIO, the head of the relevant organizational unit managing events and conference services is at a professional level P4 or higher compared to a P3 level in ICAO, technicians are graded at higher GS levels, and there are staff positions to manage budget/revenue/cost recoveries. However, the volume of workload, responsibilities and tasks assigned to conference services units in these organizations are widely varying, so it was difficult to have a direct comparison of the grades of different positions. It is noteworthy to mention that ICAO is the only UN agency where the Chief interpretation is requested to perform interpretation assignments and simultaneously oversees the conference services unit without dedicated administrative support.

Recruitment is time-consuming

58. OIO observed recruitment delays, particularly impacting key technical roles, which may hinder operational effectiveness. The G6 position of Registration Lead and Projects Associate had been vacant for the last eight months[12]. Another consultant responsible for managing registrations resigned in 2024, causing significant operational hindrances in registration in early 2025.

59. In 2024, four consultants' vacancies could not be filled because of delays in allocation of funding.

60. Some of the challenges are outside of the control of COS and are being addressed at the corporate level by the business process owner, HR, who is attempting to shorten the end-to-end recruitment process through different projects of the Transformational Objective. **Improved planning and budget allocation in recruiting staff and consultants will help COS in improving the recurrent vacancy position.**

Need for skills upgrade

61. The OIO noticed a significant gap between the organization's technical infrastructure[13] and operational capabilities in managing hybrid meetings. Despite the availability of infrastructure to conduct three concurrent hybrid events, a notable lack of technical proficiency among staff was observed. At present, COS can manage only one hybrid meeting, as only one staff member has the requisite skills to operate a hybrid meeting. This lack of technical skills, despite four technical GS positions and six consultant audio-visual technicians, poses a considerable risk to the ability of COS to adapt to the increasingly prevalent hybrid meeting format. While staff training was envisaged in the contract for the hybridization project, there is a disconnect between training provision and practical application, indicative of either inadequate training delivery, insufficient staff retention of training materials, or a potential mismatch between the training content and the actual technical demands of running hybrid meetings.

62. COS took some measures to bridge this gap by internally arranging training in the near future for another staff member so that there are two technical staff to manage two hybrid meetings in parallel, however, it is yet to identify a third staff member or an existing or new consultant who can be trained in managing the hybrid meeting format.

Reclassifications of positions

63. C/ICS, took proactive measures to assess the current job descriptions of technical positions in the conference technical services sub-unit and processed a business case for upgradation of four GS

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[12] As of February 2025
[13] A hybridization project at a cost of about CAD 314,264 was completed in 2024 to manage three hybrid meetings simultaneously.

positions. Upgrading technical positions is essential to align staffing capabilities with the organization's advanced technical infrastructure and evolving job requirements. Technological advancements necessitate specialized skills that current roles may not encompass. Failure to upgrade positions risks operational inefficiencies, underutilization of new infrastructure, and an inability to maintain competitive service delivery in a technologically driven environment. COS reported that the extra funding for upward classifications of these four positions has been agreed to and will be financed from ARGF.

Incomplete PACE reports

64. OIO observed inconsistencies in the performance management process within COS. At the time of writing this report, there are seven active staff members in COS. The performance objectives of 2024 were not set in respect of three out of seven active staff members, indicating a lack of adherence to the established performance management process in ICAO. Furthermore, five out of seven staff members did not complete their mid-term appraisals in 2024, suggesting a systemic issue. A mid-term appraisal can facilitate timely feedback to staff, potentially impacting individual development and overall unit performance.

65. In addition, it was further observed that two out of seven active staff members had incomplete appraisals for the year 2023 as well. Results of the COS personnel survey also revealed similar systemic issues and that the performance objectives were changed at the supervisory level without any consultation with the concerned staff member.

66. The lack of consistent performance assessments not only hinders the ability to agree on key performance objectives and later accurately evaluate staff contributions but also undermines the potential for constructive feedback and professional growth.

Recommendation 4 (Medium Priority)   Human Resource Management

The Chief, ICS should ensure:

(i)   That sufficient personnel are trained and assigned to effectively operate and manage hybrid meetings.

(ii)   The completion of all outstanding performance appraisals for past years, including that every supervisor within the COS fulfills their responsibility in performance measurement.

Issues related to overtime allowance

67. Staff Rules[14] provide for compensating GS staff whenever operational demands require their presence beyond normal office hours. Accordingly, the first 20 hours of overtime shall normally be compensated in the form of payment unless the staff member requests compensatory leave. When overtime exceeds 20 hours, any additional hours will be compensated with compensatory leave. The maximum amount of overtime paid per calendar year to a staff member shall not exceed the equivalent of 100 hours of overtime worked.

68. Because of operational and staffing constraints, the Secretary General, at times, allowed COS staff to get overtime payments beyond the monthly limit of 20 hours and beyond the overall annual limit of 100 hours, on an exceptional basis.

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[14] Staff Rule 105.3

69. Interviews with staff members indicated recurrent issues with payments of overtime allowance after promises were made to allow overtime payments beyond the limits.

70. OIO stresses strict adherence to the provisions of paragraph 3 of SR 105.3 on the issue of overtime payments and advises the following:

   - Advance approval for overtime must be given by a supervisor not below the level of Chief of Section, and for overtime on Sunday and on statutory holidays, by the Director of the Bureau or the Chief of the Office concerned.

   - All the claims for overtime should be submitted by the end of the month for the overtime that was worked. OIO observed delays and clubbing of all cases over longer periods.

   - C/ICS should explore the possibility of deploying staff in shifts whenever there are extra operational demands, train more personnel, or outsource some of the meetings. When setting up the teams, C/ICS should adopt a flexible approach that can be adjusted based on the operational demands at any given time.

   - The preferred method for compensation should be compensatory leave rather than remuneration on an exceptional basis beyond 20 hours in a month.

   - There should be strict uniformity in applying the yardsticks for managing overtime payment issues and provisions should fairly and equitably apply to all staff.

Work culture

71. OIO is of the view that work culture aspects in COS need focused attention.

72. The team survey showed that out of 16 respondents amongst COS staff and consultants, seven gave neutral responses (neither agree nor disagree) about positive work environment, five gave neutral responses about communication and information sharing, and six gave neutral responses on the question of positive team collaboration. The high neutrality rate implies ambivalence or issues with trust/respect perceptions, inconsistent communication effectiveness across teams and unclear collaboration goals. This could be a sign of issues not openly discussed or resolved.

73. At the same time, 100% respondents replied that they have clarity about their role in achieving organizational goals and all agreed that they understand how their work contributes to ICAO's goals. Such shared sense of purpose can be leveraged to improve motivation and retention.

74. The details of survey responses are presented in Annex 3 of this report.

Information Management

75. There is fragmentation of processes coupled with lack of integration of the systems used by COS, which is compensated by manual spreadsheets and workarounds, thus affecting the efficiencies and leading to extra workload on staff.

76. COS uses gMeets for scheduling since 2015. gMeets is developed by the United Nations and a single-entry point to submit requests for meeting services. For online registration of participants, including paid registrations of revenue-generating events, COS is using an in-house developed MS-Dynamics CRM application.

77. OIO assessed the reporting capabilities of gMeets and CRM. The following observations are made:

   - The reporting capabilities of gMeets are very limited, requiring manual data extraction and manipulation and making it difficult to answer questions related to optimal utilization of each conference room or future capacity planning.

- While all meetings are scheduled through gMeets, the weekly and monthly calendar of scheduled events is generated by COS using manual methods. There is a module called "calendar planning", however, it is not being used because it has not been configured for ICAO requirements. Another initiative has been made by ADB and RPM recently to automate the ICAO's calendar of events, in which data will be populated by focal points of different Bureaus and not synchronized with gMeets.

- The staff assignment module of gMeets has never been used, which could have facilitated workload analysis.

- The data of two systems (gMeets and CRM) cannot be integrated in absence of common codes for events which led to data in silos. In this scenario, there are limited opportunities for having a holistic view of the entire data, which is needed for fast decision making and future planning. As an example, it is very difficult to analyse the actual number of participants vis-à-vis projected numbers for any meeting scheduled in gMeets. gMeets has only the projected numbers of participants, while actual numbers are in CRM.

- Reporting capabilities of CRM are also rudimentary, making it difficult to analyse the participants' data, for example, geographic representation of participants, requester-wise, training related, paid or unpaid, organization-wise, etc. Time series analysis of data also requires manual turnarounds.

- CRM application has long-standing user issues in making payments. Its voucher module requires manual work to check credentials of registrants. The problems of the CRM application are separately discussed in this report. The long-standing user issues with CRM indicate towards a lack of timely upgrades and bug fixes.

78. **OIO further observed that staff and consultants maintain monthly meeting statistics and registration data in Excel sheets because of inherent reporting limitations in the two applications.** This manual approach introduces several risks and limitations. First, it compromises data integrity and reliability. Manual data preparation is inherently prone to human error, whether through inaccurate data entry, incorrect formulae, or inconsistencies in formatting. Second, there is a lack of data traceability and auditability. Since the data originates from spreadsheets rather than corporate systems, it becomes more challenging to verify the accuracy and authenticity of the reported figures in the absence of a single source for data. Unlike system-generated reports, manually managed Excel sheets often lack version control, access restrictions, and automatic logs, making them vulnerable to unauthorized alterations and difficult to audit retroactively. **This practice also represents an inefficient use of limited personnel.**

79. Team survey results (Annex 3) also indicated this gap, with seven personnel disagreeing (including 5 strongly disagreeing) that they have the necessary tools and resources to perform their job effectively. This is a major area of concern. It suggests resource constraints or inefficiencies in providing support infrastructure. Such a situation has the potential to severely impact productivity, satisfaction, and quality of work.

80. COS designed and published several dashboards giving information about meeting statistics and the number of registrants. These dashboards aim to provide visual summaries and metrics, particularly focusing on meeting statistics and participant registration figures. Such initiatives reflect a growing awareness of the importance of data-driven decision-making and performance tracking. However, **data underpinning these dashboards is not sourced directly from the corporate systems officially in use.** Instead, the data sets have been manually compiled and prepared from existing Excel sheets.

81. Root causes for this situation include (i) insufficient strategic thinking for adequate system upgrades and development, and (ii) lack of standardized data management practices.

Recommendation 5 (Medium Priority)	Information Management
The Chief, ICS, with COS support, should assess reporting capabilities in gMeets and CRM, identify gaps, and propose a cost-effective automation strategy, including (i) automated reporting in both systems, (ii) common event codes for data integration, and (iii) shifting data management from Excel to gMeets and CRM as the single source of truth. The strategy may also explore redeveloping the CRM for participant registration, potentially funded by ARGF, if the current system is deemed outdated.	

Problems with the CRM registration system

82. COS uses an in-house developed CRM application for registration of participants, including paid participants of revenue-generating events. RPM section raised several concerns in the past about the current online registration system, indicating recurrent end-user issues and insufficient automation in this application. RPM, which is focused on revenue generation, finds the system inefficient, particularly regarding payment processing. Delays in rectifying payment issues are a major concern for RPM. Concerned personnel in COS are aware of issues in CRM, which are more prevalent in the case of paid registrations.

83. The application is deficient in the following respects:

84. COS reported in the CPMR tool in 2024 that the ICAO TOP activity[15] about the effective management of conference registration services using CRM registration system, could not be achieved.

85. As part of recommendation 5, COS should carry out an in-depth analysis of recurrent problems and either rectify the existing application or consider a new solution, including any new ERP modules or options.

Project Management

86. GAC and PSPC have been providing strong financial and technical support in upgrading the infrastructure of conference rooms in ICAO. GAC carried out a critical assessment in 2023 and identified the need for an urgent upgrade of the AV systems at ICAO HQ, including the Assembly Hall (AH) and Roberto Kobeh room (CR-3), to ensure the seamless execution of events. Given the

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[15] Supporting Strategy 6.5

schedule of the 42nd Assembly in 2025, it was decided to first upgrade the AV system of CR-3, followed by an upgrade in AH after organizing the Assembly in 2025.

<u>Replacement of Bosch conference system in Roberto Kobeh room (CR-3)</u>

87. The upgrade project was started by a vendor selected by PSPC in 2024 and old AV system was replaced with latest Bosch system. However, it was realized in February 2025 that the new system (which included the digital microphone system and the interpretation equipment) was not compatible with the existing camera systems. It did not allow the necessary camera automation needed to provide a satisfactory level of service for hybrid and in-person meetings. It affected not only the hybrid platform but also the video recording system and image magnification as well.

88. In Early 2025, Roberto Kobeh room (CR-3) was unavailable for any events for an indefinite period while PSPC had been working with the vendor to come up with a solution as quickly as possible. Due to the unavoidable nature of this incident, scheduled events were initially relocated to other conference rooms in February 2025. Responsible COS personnel were in constant communication with PSPC for an early resolution of the technical problem. The issue was finally resolved in May 2025 as reported by COS.

89. **Lessons learned in this project should be documented and applied in the next big AV upgradation project for the Assembly Hall.**

<u>Upgrade of AV system in Assembly Hall (Project AH28)</u>

90. The project involving the upgradation of the audio-visual system in Assembly Hall (CR 1 and CR 2) is expected to commence after the 42nd Assembly and projected to finish before the next assembly in 2028. This project is also fully supported by GAC and PSPC, including huge financial support of ▮▮▮▮▮▮▮▮▮▮▮▮ outlay for its implementation over next three years.   While project management resources are factored by PSPC to implement a project of this magnitude, there is a heavy dependence on ICAO to know the specifications and organizational requirements.

91. When dealing with complicated, expensive, and time-sensitive projects, particularly those involving advanced technology, the risks associated with unknown technical problems can be substantial.

Recommendation 6 (High Priority)	Project management resources for AH 2028 project
Given the size and magnitude of Assembly Hall audio-visual upgrade project, the D/ADB in consultation with relevant stakeholders, should identify commensurate technical and project management resources to support the effective implementation of the Assembly Hall AV upgradation project in a timely manner, duly considering the risks.	

Obsolescence Analysis and Replacement Planning

92. COS maintains an inventory of equipment installed in various conference rooms. The data is maintained in ad hoc Excel sheets. With Quantum ERP going live, COS should use the opportunity to eventually transfer this data into fixed assets module.

93. OIO noted the absence of a documented obsolescence analysis for identifying audio-visual and other equipment that has already reached or are nearing their "out of maintenance support" phase. This lack of proactive assessment increases the risk of lacking budget, relying on unsupported systems, potentially leading to compatibility issues, and operational disruptions.

94. The fixed audio-visual equipment in conference rooms 1,2,3, and 5 was provided by PSPC and these items are replaced by PSPC as and when required. The upgradation projects in CR 3 and AH fall in this category. The broadcast centre equipment is new as the hybridisation project was completed recently. The audio-visual equipment in conference rooms 4B,5B,7A/7B, and CR A/B/C/D/E was procured by ICAO. COS plans to work on developing a replacement plan for ICAO's equipment, as well as a maintenance plan. COS does not have an earmarked budget. ADB has mostly provided funds under special projects whenever needed for audio-visual upgradations. As there have been frequent technical disruptions faced in recent years because of ageing audio-visual equipment in some conference rooms, an obsolescence analysis is crucial for the timely identification and replacement of old items, ensuring the continued stability of the operations.

95. ICAO can benefit from liaising with other international organizations facing similar issues about obsolescence, for example ▇▇▇▇ recently launched a complete audit of its equipment with a view to drawing up a multi-year investment plan to ensure equipment reliability and performance.

Recommendation 7 (Medium Priority)   Equipment Obsolescence Analysis
The Head, COS, in collaboration with PSPC, should urgently implement a formal and recurring obsolescence analysis process to identify all infrastructure in conference rooms nearing or past their end-of-maintenance support. This analysis should inform a prioritized replacement plan with defined timelines and budgetary considerations to mitigate the risks associated with unsupported systems.

Environmental and Social Safeguards

96. COS staff and consultants are aware and adopted measures to achieve environmentally sustainable practices and promote inclusivity. COS conforms to ISO standards on environmental management systems and took steps to provide an accessible and inclusive conference and interpretation environment in some conference rooms. Also, the ICAO participant handbook emphasizes adherence to the Code of Conduct for the prevention of harassment, including sexual harassment at UN Systems Events.

97. Environmental and social safeguards have also been actively implemented by benchmarked international organizations[16] in their efforts to make conferences more environmentally friendly and accessible, with measures like compliance with environmental checklists for each event, reducing plastic use, surveying event stakeholders to measure carbon footprints, and improving disability access to the venues. ICAO can benefit from adopting their best practices to enhance its efforts to organize green events and provide accessibility in all the venues at ICAO Headquarters.

ANNEX 1: MANAGEMENT ACTION PLAN

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Closure Criteria	Agreed Actions	Office/ Section Responsible	Target Date
1.	The Director, ADB with assistance from COS, should develop and implement a long-term strategic plan to meet evolving operational needs and ensure sustainable service delivery, including (i) a staffing strategy with updated roles for hybrid meetings, (ii) a three-year venue capacity assessment considering upgrades, and (iii) a cost framework for estimation, billing, and revenue tracking to support cost recovery.	High	Y	Development of a strategic plan and a roadmap for its implementation.	D/ADB to develop a comprehensive strategic plan and a road map for its implementation, covering the elements outlined in the Recommendation, subject to the availability of the required resources.	ADB, in collaboration with FIN and RPM	30 December 2026
2.	The Head, COS, should conduct a comprehensive review of all existing administrative instructions and integrate them under a one-stop framework covering governance, cost-effective and risk-focused controls, exceptions, approval and monitoring to ensure alignment with current operational practices, regulatory requirements, and organizational policies. The consolidated and updated Administrative Instructions should be adopted by D/ADB and SG through appropriate channels.	High	Y	Review and update of all Administrative Instructions to align these with the current practices.	H/COS to review and update all Administrative Instructions and submit for approval by D/ADB and SG.	COS	30 June 2026
3.	The C/ICS, with support from COS, should conduct a detailed, itemized assessment of its funding needs across operational, consultancy, and special project categories. Any identified gaps between allocated and required funds must be promptly escalated to Senior Management with supporting justification. The monitoring of budget implementation should be regularly performed to ensure that the budget supports the implementation of its strategic planning approach and provides value for money.	Medium	Y	A documented assessment of financial needs.	(i) C/ICS to conduct a thorough and documented assessment of financial needs and identify opportunities to address gaps, as required, and to enhance efficient operations of conference services at HQ. (ii) Monitor budget implementation and report funding gap to Senior Management.	ICS	(i) 31 March 2026 (ii) ongoing

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Closure Criteria	Agreed Actions	Office/ Section Responsible	Target Date
4.	The Chief, ICS should ensure: (i) That sufficient personnel are trained and assigned to effectively operate and manage hybrid meetings. (ii) The completion of all outstanding performance appraisals for past years, including that every supervisor within the COS fulfills their responsibility in performance measurement.	Medium	Y	(i) Training of personnel to manage three hybrid meetings in parallel. (ii) Completion of all outstanding PACE reports and finalizing the performance objectives of all staff members for 2025.	(i) C/ICS will ensure training of personnel focusing on managing two hybrid meetings, gradually expanding to cover three meetings. Through training, adequate backup and redundancy will be in place to ensure smooth operations without any disruptions. (ii) C/ICS to ensure completion of all outstanding PACE reports and finalizing the performance objectives of all staff members for 2025	ICS	(i) 31 March 2026 (ii) 31 August 2025
5.	The Chief, ICS, with COS support, should assess reporting capabilities in gMeets and CRM, identify gaps, and propose a cost-effective automation strategy, including (i) automated reporting in both systems, (ii) common event codes for data integration, and (iii) shifting data management from Excel to gMeets and CRM as the single source of truth. The strategy may also explore redeveloping the CRM for participant registration, potentially funded by ARGF, if the current system is deemed outdated.	Medium	Y	An assessment of the two applications – gMeets and CRM/EMS, implemented under the Transformational Objective Digital Transformation. and identification of any opportunities for further efficiency. Exploring the need for evolution of the CRM/EMS applications depending upon the results of the analysis.	An assessment of the two applications – gMeets and CRM/EMS - and identification of any opportunities for further efficiencies to be completed. LPC/ICS would engage with stakeholders, e.g. RPM and ICT, to explore the possibility of evolving the CRM/EMS applications to enhance transparency and/or efficiency, if applicable.	ICS, in collaboration with ICT and RPM	30 December 2026

Ref	Recommendation	Priority Rating	Accepted (Y/N)	Closure Criteria	Agreed Actions	Office/ Section Responsible	Target Date
6.	Given the size and magnitude of Assembly Hall audio-visual upgradation project, the D/ADB in consultation with relevant stakeholders should identify commensurate technical and project management resources to support the effective implementation of the Assembly Hall AV upgradation project in a timely manner duly considering the risks.	High	Y	Identification of resources to support the effective implementation of the Assembly Hall AV upgradation project.	Identify technical and project management resources subject to the availability of the required resources. While it's up to the PSPC to make the final decision representing the funder of the upgradation project, ICAO's input and guidance will continue to be provided through the Property Management Committee, which is chaired by D/ADB and PSPC on an annual rotational basis. H/COS will be invited to participate.	D/ADB, with support by COS, in collaboration with PSPC	31 Dec 2026
7.	The Head, COS, in collaboration with PSPC, should urgently implement a formal and recurring obsolescence analysis process to identify all infrastructure in conference rooms nearing or past their end-of-maintenance support. This analysis should inform a prioritized replacement plan with defined timelines and budgetary considerations to mitigate the risks associated with unsupported systems.	Medium	Y	Conduct a formal and documented obsolescence analysis to prioritize a replacement plan with defined timelines and budgetary considerations.	H/COS, (i) in collaboration with PSPC and ICT, to submit a formal and documented business case on inventory and maintenance system of all infrastructure in conference rooms. (ii) subject to the availability of the required resources, implement in cooperation with ICT and PSPC a system to efficiently manage inventory and maintenance with defined timelines and budgetary considerations.	COS, in collaboration with PSPC and ICT	(i) 31 January 2026 (ii)31 December 2026

ANNEX 2: DEFINITION OF AUDIT TERMS

Audit Ratings

In providing an overall assessment of the results of the audit, OIO uses the following standardized audit rating definitions:

Audit Assessment	Definition
Effective	Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Some Improvement Needed	A few specific control weaknesses or areas for improvement were noted; generally, however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Major Improvement Needed	Several key control weaknesses were noted and/or several areas of strategic/high importance were identified where significant improvements can be made to increase efficiency and effectiveness.
Unsatisfactory	Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

Internal control is defined as a process effected by senior management and staff, designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting and compliance objectives. Whilst internal control provides reasonable (but not absolute) assurance of achieving organizational objectives, limitations may result from:

- suitability of objectives established as a precondition to internal control.
- reality that human judgment in decision making can be faulty and subject to bias.
- breakdowns can occur because of human failures such as simple errors.
- ability of management to override internal control.
- ability of management, other staff, and/or third parties to circumvent controls through collusion.
- external events beyond the organization's control.

Priority of Audit Recommendations

The audit recommendations in this report are categorized according to priority as a guide to management in addressing the issues raised. The following categories are used:

High: recommendations which address significant and/or pervasive deficiencies or control weaknesses, or areas where significant improvements can be made.

Medium: recommendations, which address important deficiencies or control weaknesses, or areas where some improvements can be made.

**Low**: suggestions, which represent best practice, or general opportunities for improvement.

ANNEX 3: RESULTS OF SURVEY OF STAFF AND CONSULTANTS

This survey was used to generate feedback from 21 staff and consultants engaged by COS. Responses were received from 16 participants. A summary of the results is presented below:

Do you see your current job description as reflecting your actual day-to-day responsibilities in COS?

Half the respondents (50%) disagreed or strongly disagreed that their job descriptions reflect their day-to-day responsibilities.

|				
13%, 2	31%, 5	6%, 1	13%, 2	38%, 6
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
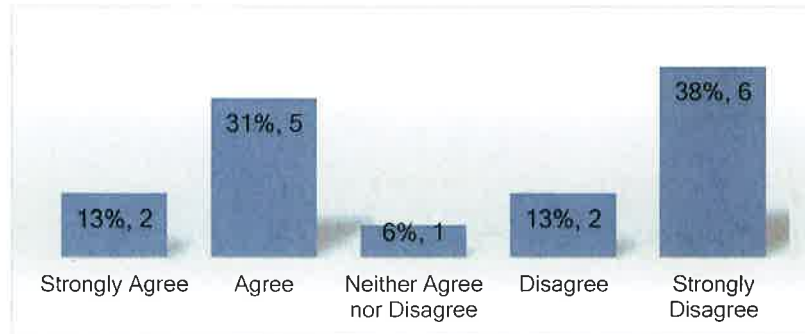
Have you and your supervisor conducted discussions and documented your annual PACE report (or Performance evaluations in case of consultants) in the 2023 and 2024?

There are some non-compliant cases in 2024 data.

■ N/A
● No
■ Yes

|	2023	2024
N/A	1	3
Yes	15	13
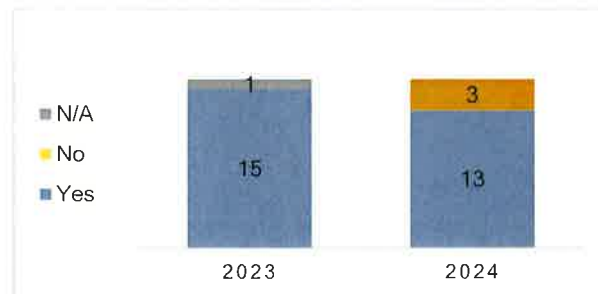
Do you feel that the working environment is conducive and based on trust and mutual respect within your team?

While 50% gave positive responses (strongly agree or agree), 44% respondents were neutral. There are indications for improvement in these aspects of the work environment.

6%, 1	44%, 7	44%, 7	0%, 0	6%, 1
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
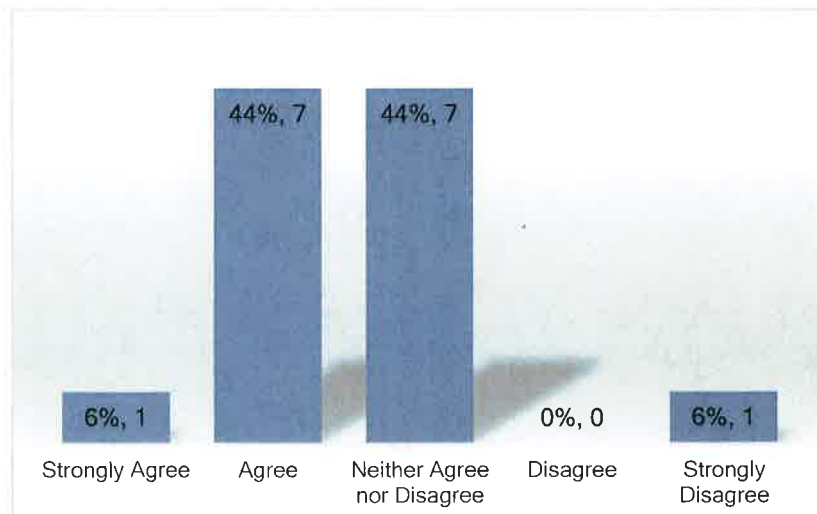
Do you feel you have the necessary tools and resources to perform your job effectively at ICAO?

The disagreement rate of 44% is very high (31% strongly disagreed).
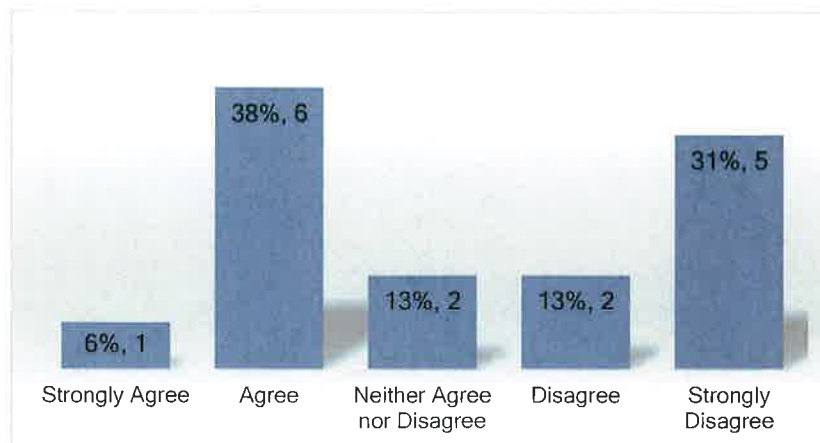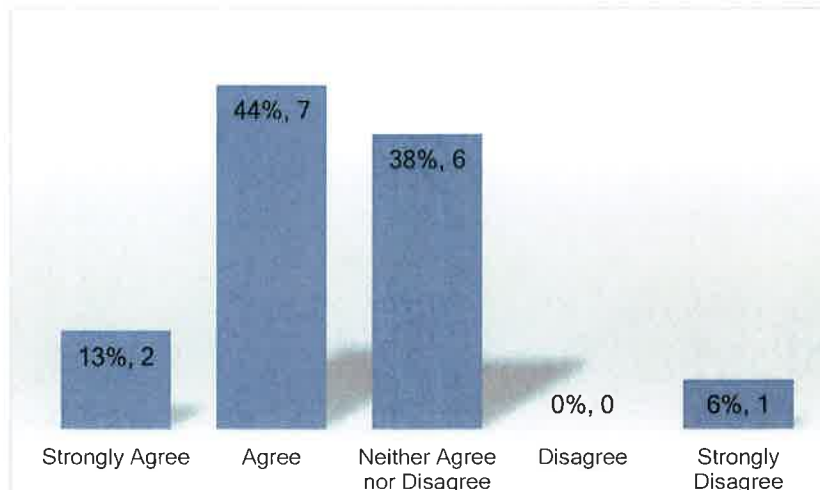

How effectively do you feel information is shared and communicated within your team?

While 50% strongly agreed or agreed, 31% (5 out of 16 respondents) were neutral.
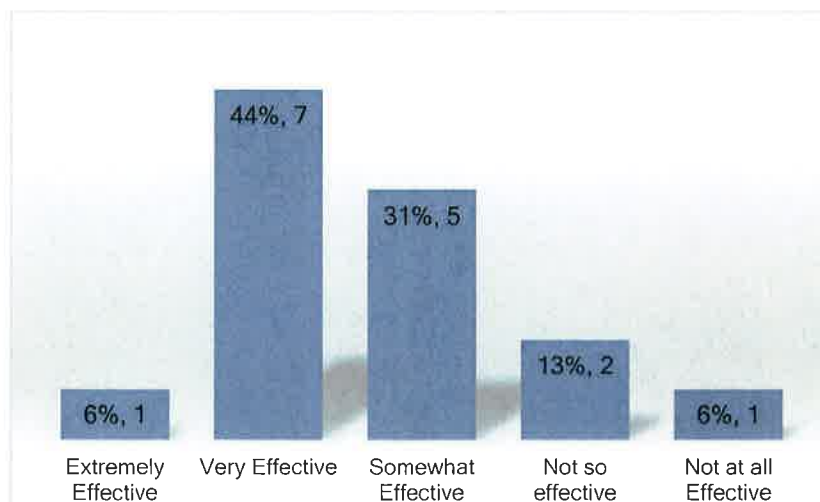

Do you feel your team effectively collaborates to achieve shared goals?

38% (6 out of 16) remained neutral while 57% strongly agreed or agreed.

Do you feel that opportunities for enhancing your skills and professional development are readily available to you?

25% disagreed and 25% were neutral.

	38%, 6	
		25%, 4 25%, 4
13%, 2		0%, 0
Strongly Agree	Agree	Neither Agree nor Disagree Disagree Strongly Disagree
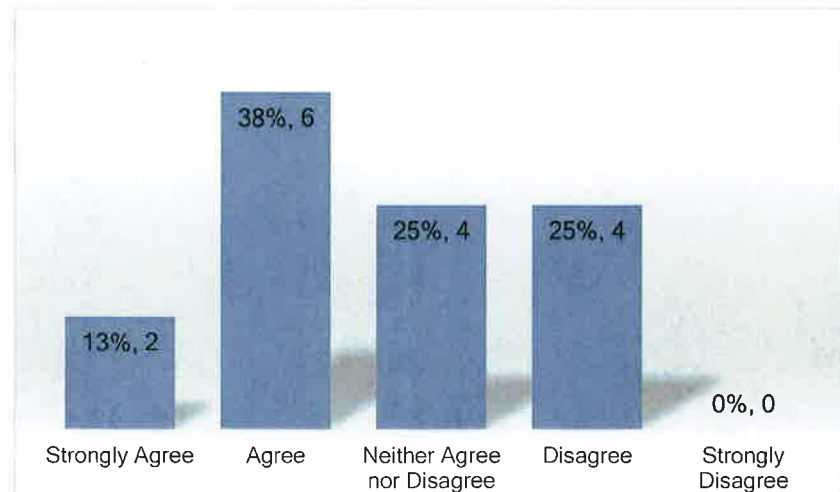
Do you feel that you have a clear understanding of how your work in ICAO contributes to the overall goals of the organization?

All the respondents agreed on this aspect.

56%, 9		
	44%, 7	
		0%, 0 0%, 0 0%, 0
Strongly Agree	Agree	Neither Agree nor Disagree Disagree Strongly Disagree