



ORGANISATION DE L'AVIATION
CIVILE INTERNATIONALE

INTERNATIONAL CIVIL
AVIATION ORGANIZATION

**Report on the Mid-Term Assessment
of the
Implementation of the Transformational
Objective (TO)**

IA/2024/3

Office of Internal Oversight

ACRONYMS

BI & EDM	Business Intelligence & Enterprise Data Management
CISO	Chief Information Security Officer
CPMR	Corporate Performance, Monitoring and Reporting
ERM	Enterprise Risk Management
ERP & PPM	Enterprise Resource Planning and Project Portfolio Management
FIN	Finance Branch
GES	Global Engagement Survey
HR	Human Resources
ICAO	International Civil Aviation Organization
ICT	Information Communication Technology
InfoSec	Information Security
JIU	Joint Inspection Unit
KPI	Key Performance Indicator
OIO	Office of Internal Oversight
OSG	Office of the Secretary General
PACE	Performance and Competency Enhancement (performance management system)
PM	Project Management
RBB	Results Based Budgeting
RBM	Results Based Management
ROI	Return on Investment
SARPs & DMS	Standards and Recommended Practices & Document Management System
SPCP	Strategic Planning Coordination and Partnerships Office
TO	Transformational Objective
TOR	Terms of Reference
TT	Transformation Team

CONTENTS

EXECUTIVE SUMMARY	1
OBJECTIVES AND METHODOLOGY	3
OBJECTIVES	4
METHODOLOGY AND SCOPE	4
RESULTS OF THE ASSESSMENT	5
RESULTS AND FINDINGS	5
CONCLUSIONS	17
CONCLUSIONS	17
ANNEX 1: TO PROJECT STATUS AS OF 31 MAY 2024	I
ANNEX 2: DOCUMENTS REVIEWED	V

EXECUTIVE SUMMARY

1. In accordance with its work plan for 2024, the Office of Internal Oversight (OIO) performed a mid-term assessment of the implementation of the Transformational Objective (TO). The TO is a three-year portfolio of work centred around three pillars: People & Culture Transformation, Digital Transformation, and Operational Transformation. This portfolio consists of six Transformation Outputs designed to help transform the International Civil Aviation Organization (ICAO) into a more modern, agile, digital, adaptive, and collaborative organization.
2. The primary beneficiaries of this assessment are the ICAO Council, the Secretariat, and the Secretary-General. Other relevant stakeholders involved in the implementation of the Transformational Objective may also use the findings and conclusions of the assessment, as relevant and appropriate.
3. ICAO established a Transformation Team (TT) in the Office of the Secretary General (OSG) to manage the TO project portfolio throughout its lifespan.
4. The key objectives of the mid-term assessment were to take stock of progress achieved thus far against what was planned and assess whether: (a) established portfolio governance, risk management and internal control systems, including project management mechanisms, are adequate and operating effectively to manage the transformation process, (b) all projects are supported by adequate human and financial resources, and have a sound business case that is aligned with the TO and Business Plan, (c) ICAO is on track to deliver the successful completion of the TO by the mandated date of 31 December 2025, and d) the completion rates of each project's milestones are determined based on well-defined relevant, reliable, and measurable key performance indicators (KPIs).
5. This mid-term assessment provides findings and conclusions for the effective and efficient completion of the TO projects. It is based on OIO's analysis of what has been achieved to date and what remains to be achieved given the available resources and timeline for the completion of the TO, as approved by the Council.
6. The implementation of the TO began in January 2023 with 38 projects and an initial requested budget of CAD \$32.2 million during the triennium budget preparation in 2022. By the end of Q1 of 2023, the number of projects increased to 42 and the total TO cost estimate increased to CAD \$42.5 million. The total TO cost estimate was capped at CAD \$54 million at the end of 2023.¹ In March 2024 two projects were consolidated, while in April 2024 two projects were descope, thereby reducing the TO portfolio back to 38 projects. At the end of May 2024, the total cost estimate was CAD \$40.2 million with CAD \$34.9 million available, and a funding gap of CAD \$5.3 million. The TO budget was solidified when the actual amounts were confirmed as TO projects moved to the implementation stage.²
7. As of 31 May 2024, the status of the implementation of the TO projects is as follows:
 - Thirteen (13) projects were completed or closed, which included two (2) projects that were descope and two (2) projects that were consolidated;
 - Seventeen (17) projects are on track to be fully implemented by 31 December 2025;
 - Two (2) projects are yet to be started;
 - Two (2) projects are expected to be partially completed; and
 - Eight (8) projects are either delayed or at risk of completion.

¹ICAO Transformational Objective Annual Report January 2024 V1.0

² This assessment did not cover the cost of the TT.

8. Despite the TO being a complex and ambitious enterprise-wide portfolio, several achievements were made at the mid-point of the TO:
 - Implementation of an enterprise-wide portfolio governance mechanism to manage the TO which was a significant undertaking, considering that the degree of PM discipline was new to ICAO;
 - Agility in adjusting PM reporting requirements based on feedback from personnel, for instance, personnel noted positivity on the visibility into the TO projects for the first time;
 - The TT helped introduce an enhanced enterprise-wide PM discipline to ICAO, such as the establishment of the programme, and demonstrated mature PM capabilities in project governance and in capacity development among personnel;
 - An enterprise risk management framework was applied to the TO with an up to date and effective risk register reviewed and maintained at a Portfolio, Programme & Project level;
 - The TT developed guides, templates and tools, and provided training to Project Managers, Functional Leads and Executive Sponsors;
 - Change management expertise was brought in early to support the TO;
 - The annual assessment was completed, with the Annual Report being published; and
 - Momentum as personnel work towards achieving the TO, including the completion of 13 projects to date, i.e. after 2 projects were descoped and 2 projects consolidated.
9. The assessment also found opportunities for improvement:
 - Develop mechanisms to internalize knowledge transfer, currently held by temporary personnel to sustain the success that is envisioned from the TO;
 - Streamlining the self-serve financial reporting to include both spent and committed funds by on a project-by-project basis;
 - Having a business case for all the remaining projects not yet completed;³
 - Having well-defined and clear KPIs to assist personnel in identifying areas of improvement and risks that could impede the project's success;
 - Having an up-to-date mapping of project dependencies and managing these to deliver on projects; and
 - Identifying clearly which of the remaining TO projects are purely transformational, including how the completion of the remaining projects will contribute toward the TO and to the overall objectives of ICAO.
10. OIO has concluded the following to assist in achieving the TO, including its link to the overall strategy of the Organization:
 - Ensure that there are updated business cases for the applicable TO projects which include comprehensive benefits realization assessments and well-defined and clear KPIs;
 - Update project interdependencies and manage these to deliver on the remaining TO projects; and
 - Reperform a reprioritization of the remaining TO projects, with a focus on those projects that can significantly contribute towards achieving transformation, including what is attainable within the time limit of the TO, and develop a revised plan.
11. OIO wishes to thank management and staff for their assistance and cooperation during the assessment.

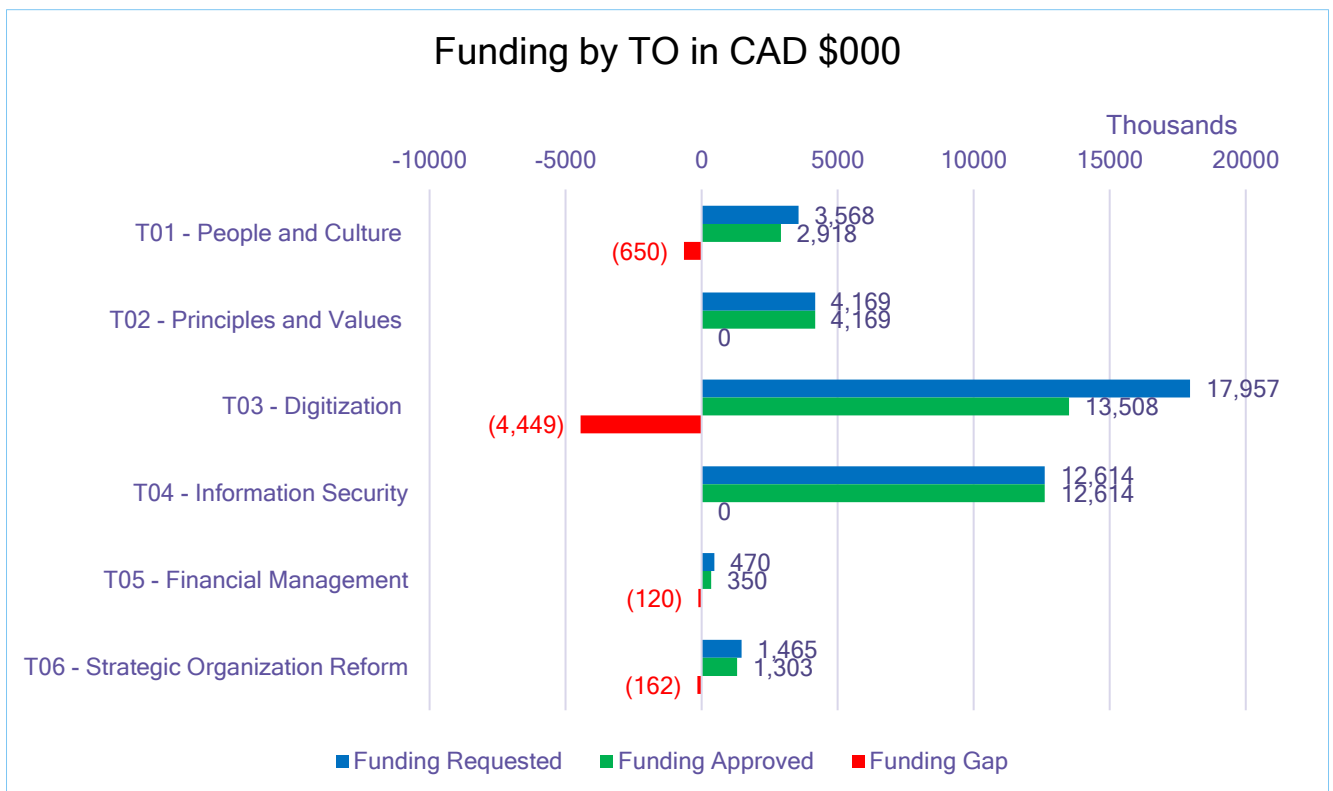
³Prior to the TO being established, some projects were already planned, such as Cost Recovery (phase 1), Resources Mobilization, Results Based Management, Ethical Enablement, Governance, and Risk and Compliance and all other projects in Information Security (TO4). These projects proceeded without TO template business cases.

OBJECTIVES AND METHODOLOGY

Introduction

12. The TO is a three-year portfolio of work with specific deliverables in three pillars: People & Culture Transformation, Digital Transformation, and Operational Transformation. These three pillars encompass six Transformation Outputs: People and Culture (TO1), Principles and Values (TO2), Digitization (TO3), Information Security (TO4), Financial Management (TO5), and Strategic Organizational Reform (TO6).
13. The governance model established by ICAO is temporary, effective only through the life of the TO portfolio and will be concluded in December 2025. Each Transformation Output is a programme with an Executive Sponsor accountable for ensuring its implementation. Output Executive Sponsors are often senior management at Director or Deputy Director level. Each Transformation Output is governed through one of three Transformation Pillar Programme Boards chaired by the Chief Transformation Officer: People & Culture (TO1 & TO2), Digital (TO3 & TO4), and Operational (TO5 & TO6). Every Transformation Output also has a business sponsor(s) who acts as the conscience of the business and the change management lead. Projects also have Executive Sponsors.⁴ Ultimately, the Secretary General (SG) holds accountability for the TO.
14. At present there are 38 projects within the six Transformation Outputs. The total financial resources required for implementing the identified projects was reduced in May 2024, to CAD \$40.2 million with an overall funding gap of CAD \$5.3 million. Refer to Table 1 for further details.

Table 1: Funding by TO



⁴ A Director or Deputy Director is the executive sponsor of the concerned project, except the SG is the sponsor of the Fit-for-Purpose Organization project.

Objectives

15. The key objectives of the mid-term assessment were to take stock of progress achieved thus far against what was planned and assess whether: (a) established portfolio governance, risk management and internal control systems, including project management mechanisms, are adequate and operating effectively to manage the transformation process, (b) all projects are supported by adequate human and financial resources, and have a sound business case that is aligned with the TO and Business Plan, (c) ICAO is on track to deliver the successful completion of the TO by the mandated date of 31 December 2025, and d) the completion rates of each project's milestones are determined based on well-defined relevant, reliable, and measurable KPIs.

Methodology and scope

16. This assessment used the following methods to conduct the work:
 - Desk review of the relevant documentation, including but not limited to business cases, reports to Programme Boards, formal governance reports shared by project managers, results of risk assessments, change management initiatives, KPIs, and other data found in the TO SharePoint list (see Annex 2).
 - Structured interviews with all Executive Sponsors, except one, along with other relevant ICAO staff and personnel relevant to each TO project, to obtain an understanding of each project, refer to Annex 3 for list interviewees.
 - Data collection and review of 18 ongoing TO projects for further analysis (see Annex 1). The selection of 18 individual projects was made on the basis of projects recommended for such review by the TT, as well as unfunded or partially funded projects with a gap of CAD \$200,000 or more. The data review also included two fully funded projects and two completed projects, to determine how their implementation achieved its purpose and if there are lessons learned that can be applied to other ongoing TO projects.
 - Analysis of all data collected, including confirmation and clarification of information.
17. To avoid any duplication of efforts with external audit, the Enterprise Resource Planning and Project Portfolio Management (ERP & PPM) implementation project was not included in the sample selected for this assessment as a separate review is being performed by the external auditors on this project. However, since this is the flagship project of the overall TO, risks noted during meetings with project Executive Sponsors and through OIO's overall review of the TO are included in this assessment where relevant.

RESULTS OF THE ASSESSMENT

Results and findings

Portfolio governance structures, and project management (PM) mechanisms

18. As part of this assessment, OIO undertook to determine whether portfolio governance structures and project management mechanisms were established to effectively manage the transformation process and to ensure that resources, initiatives, and stakeholders were coordinated towards achieving the common outcomes of the TO.
19. The Programme Boards each had a Terms of Reference (TOR) and supporting documentation. Roles and responsibilities were identified at the start of their work and the governance structure has not changed during the work to date. Project outcomes from the Programme Boards that they were overseeing were captured and documented and there was a risk matrix for each project which was regularly updated in line with changes in the risk profile of the TO projects.
20. The Programme Board TORs identify the respective Programme Board's accountabilities, which include, among others, approval of project initiation after review and confirmation of scope, budget, and timeline. The approval of business cases was also the responsibility assigned to the Pillar Programme Board.

Availability of business cases

21. A business case, part of standard PM methodology, is a proposal that sets out the justification for the project. At a high level, the business case should at least set out a cost/benefit assessment along with the rationale for the preferred solution to ensure the effective and efficient use of limited resources. Business cases act as a guide throughout the project and contribute to an evaluation at the time of project closure. It is best practice as a part of standard PM methodology that a business case is approved before a project commences.
22. Currently, 32 TO projects do not have TO template business cases.⁵ Nine active projects do not have TO template business cases because these projects were approved prior to the commencement of the TO, though not all these projects are completed. These include the projects for Cost Recovery (phase 1), Resources Mobilization, Results Based Management, Ethical Enablement and all projects in Information Security (TO4).
23. Member States provided voluntary contributions to fund certain TO projects, and the TT indicated that all projects which received voluntary contributions have business cases.
24. Since a business case serves as a guide throughout the project and contributes to an evaluation at the time of project closure, business cases should be drafted and approved for all ongoing projects. This is to support transparency and accountability, particularly bearing in mind the expectations of Member States who supported and funded the TO.

Benefits realization at project level

25. It is a sound PM practice to include benefits realization, akin to return on investment (ROI) in business cases as a means of measuring how projects and programmes add true value to the organization to maximize the delivery of strategic results, beyond only fulfilling a list of project objectives. Benefits realization is not a well understood concept and business cases included a section on business impact that could be strengthened.

⁵As provided by the TT, there are 32 projects without a TO template business case. Of those projects: 9/32 are closed, 2/32 were consolidated, 2/32 were descoped, 2/32 not started, 7/32 at the initiation stage and 10/32 are under implementation (grandfathered in the TO, some with other format business cases) as of 31 May 2024.

26. OIO expected to find consistent examples of benefits expected to be realized in the available and approved business cases. As an example, benefits realization can be developed for diversity and inclusion initiatives that measure meaningful transformation over time. However, for the projects reviewed under the People and Culture (TO1) that had business cases, i.e. Talent Mobility, Competency Framework, and Culture Transformation, a comprehensive overview of the benefits to be realized was not compelling. Refer to Table 2 for additional information.

Table 2: Limited Benefits Realization examples

#	Project	OIO Comments
1	Talent Mobility	The Talent Mobility project aimed to develop a framework to evolve ICAO as a talent marketplace and create enablers for mobility. This project had an initial budget of CAD \$1,751,964. Following a reduction in scope, the budget was reduced to CAD \$560,880. ICAO is one of the smaller of the specialized UN agencies in terms of annual budget and staff count. ⁶ , there are minimal mobility options available to staff in ICAO. It should be determined if the Talent Mobility project conflated mobility with career progression and that ICAO should affirm that no UN standards around recruitment were infringed. Considering the ICAO staff count along with the potential mobility options, having a business case that articulated the benefits realized for the proposed investment would have aided the Programme Board in making a more informed decision as to whether to proceed with this project in the beginning.
2	Competency Framework	The Competency Framework project planned to reintroduce and embed the UN core values, core competencies, and managerial competencies in ICAO. This project was reassessed midway during the TO implementation period. The Project Manager indicated the scope may change given an on-going discussion of the adoption of the Core Values present in the UN Competency Framework and confirmation is needed on the adoption of the UN Core Values vis a vis ICAO Shared Principles and Values. It is unclear why this project was approved as part of the TO, when a pivotal issue central to the project, i.e. ICAO's position around core values was not solidified before the project was initiated. The rationale is not clear why a UN specialized agency chose to spend resources on reintroducing and embedding core values that have been prescribed for ICAO by the UN Secretariat, which promulgates the UN system-wide authoritative statements of these values.
3	Leadership Development	The Leadership Development project planned to design and develop a Leadership Development Programme for leaders and people managers across ICAO, in the context of global best practice and in collaboration with ICAO's partners. This project is currently funded at CAD \$1.37 million after an initial request of CAD \$3.2 million for training and coaching. The current approved budget seems disproportionately high compared to the entire ICAO training budget which totalled CAD \$1.9 million between 2020-2023. ⁷ ICAO should consider whether the leadership development training to be provided through this TO project is really a worthwhile investment for the Organization, and whether the returns can be expected to be better than returns seen through routine training.

27. Including expected benefits to be realized would strengthen a business case and allow Programme Boards to make better decisions with the Organization's financial resources.

Key performance indicators (KPIs)

28. While benefits realization management measures the impact of the overall investment, measuring the success of a project itself requires that clear KPIs are established. In the absence of KPIs, a project cannot properly assess the benefits realized from the investment. Selecting relevant KPIs

⁶See Dag Hammarskjöld Library <<https://ask.un.org/faq/140935>> and UNSCEB <<https://unsceb.org/fs-revenue-agency>>

⁷The following was spent on training for all of ICAO in the previous years: 2020: CAD \$319,281; 2021: CAD \$900,792; 2022: CAD \$494,826; and 2023: CAD \$198,376. Furthermore, ICAO procured the services of UNSSC in 2021 for providing leadership and management training at a cost of CAD \$54,785 (PO 12122815). This purchase order was eventually cancelled in 2022 due to lack of use.

supports project success by providing personnel with concrete indications of what is required and what should be focused on to ensure the objectives of the project is achieved.

29. Based on information available through the TO SharePoint site as at 31 May 2024, of the 38 TO projects, 27 projects had KPIs:

- Of the 27 TO projects with KPIs, 20 had no data against the KPIs.
- Among the nine completed projects:
 - three had no KPIs,
 - of the six that contained KPIs, only three had actual KPI data or assessments against the KPIs.

30. The quality of KPIs varied and the following examples detailed in table 3 provide further details.

Table 3: Selected KPIs for review

#	Project	Selected KPI	OIO Comments
1	Talent Mobility	Percentage of critical roles (P5 and D1 level) filled with internal candidates - Minimum of 50% of critical positions at P5 and D1 levels are filled with internal successors.	<p>The Talent Mobility business case proposed mapping the critical roles, however the number of critical P5 and D1 roles was not yet defined.</p> <p>ICAO has 19 D1 and 52 P5 FTE positions made up of one D1 and one P5 in each regional office, and 12 D1 and 45 P5 FTE positions in headquarters. Therefore, the maximum number of critical positions in ICAO cannot exceed 71 posts which is not a large pool to draw from for this KPI. The initial investment request was CAD \$1.75 million and after a rescoping exercise this was reduced to CAD \$0.56 million. ICAO should consider whether the KPI presented is worthy of a sizeable investment, while other projects are at risk for completion.</p> <p>This KPI construes that the Talent Mobility project seeks to identify preferred internal candidates over external candidates. ICAO should ensure that such recruitments are in line with the staff rules and regulations pertaining to recruitments and aligned with the recruitment practice within the UN system⁸. A KPI to measure can be based on how can bring talent, retain talent and develop talent.</p>
2	Internal Communication – (phase 2)	Establish a basic foundation of new internal communications planning and capacities for ICAO	<p>The Internal Communication (phase 2) project sought to develop and implement an internal communications action plan to address identified gaps, enhance management and staff accountability for staff engagement, and establish new two-way communications capacities at the enterprise level supporting an ICAO organizational culture.</p> <p>The baseline for the Internal Communication (phase 2) is nil. It is unclear what change is being measured nor what was the actual indicator to measure.</p> <p>This project is phase 2, following the completion of phase 1. The KPI for phase 2 does not build directly on the outcome of phase 1.</p> <p>The project documentation mentioned the usage of tools in MS suite, including Yammer and SharePoint only in the near term. The KPI could have been tied to technology by measuring usage of Yammer and SharePoint.</p>

⁸All KPIs should be SMART – specific, measurable, achievable, realistic and time-bound.

#	Project	Selected KPI	OIO Comments
3	Business Intelligence & Enterprise Data Management (BI & EDM)	Increase number of processes that are streamlined or automated	<p>The BI & EDM project was intended to transform ICAO towards a data-driven organization through the establishment of data governance, creation of unified data views and the implementation of more comprehensive analytical capabilities.</p> <p>There were no target number of processes to be streamlined or automated in the BI & EDM business case.</p> <p>An increase in volume does not necessarily equate to an increase in efficiency or effectiveness.</p> <p>A KPI that measures both an increase in the volume of streamlined or automated processes in conjunction with an increase in efficiencies is more specific and measurable.</p>
4	Customer Relationship Management System and Event Management System (CRM & EMS)	Increase in accuracy of records in the CRM database as expressed in a percentage.	<p>The CRM & EMS project was intended to implement a new Customer Relationship Management System, enhancement of the existing Event Management System and upgrade of the Resource Mobilization Platform (CRM) providing a 360o view of the profile and driving engagement with ICAO's Member States, customers, donors, partners, and stakeholders.</p> <p>The CRM & EMS project does not define the target value for an increase in accuracy of the records in the CRM database is.</p> <p>The use of the word "records" in the KPI for the CRM & EMS project refers to the profile of a customer. The KPI could measure the increase in data quality, i.e. of a specific high value field in conjunction with the use of this information.</p>

31. OIO is aware that the initial business decision did not require business cases for projects that had been envisioned prior to the TO. Business cases that include benefits to be realized that measure the business impact of an investment along with well-defined and clear KPIs should be established for every project in the initiation and implementation phases, and the measurement of KPIs should be included at regular intervals in the project plan and upon project completion. This will assist personnel responsible for implementing the respective TO projects to identify areas of improvement and risks that could impede the project's success. It will also provide comfort to Programme Boards that the project outcomes will drive forward the actual transformation agenda.

Project budget development, reporting and monitoring

32. The initial TO project budgets were based on estimates that were not consistently costed with robust data/criteria, for instance, some project estimates used the expertise of those consultants drafting those cases who looked at the market and quotes from other UN agencies such as UNSSC, while a few calculated budgets based on consultancy estimates.

33. The Enterprise Risk Management (ERM) platform project sought to implement the ERM platform by documenting and managing risks through technology and standardized processes to enhance ICAO's risk register and integration with other systems. The requested budget was CAD \$400,000. It should be considered that with ICAO's current investment in the Microsoft suite of tools (i.e. SharePoint, MS Dynamics 365) whether an enhanced risk register could be implemented for a lower amount utilizing these tools. The TT indicated that the budget was the initial estimate, before a business case is submitted. If this project moves forward and when fully scoped, the estimate will be properly costed.

34. Clearer guidelines could be provided to business units on how to create budget projections as stronger project budgeting practices would assist in developing a clearer awareness of the funds needed for TO projects, contributing to better informed decisions.
35. The TT created a TO SharePoint site to monitor the project status, decisions, risks and actions, for all TO projects while the KPIs section was still being developed. This site was regularly updated and included links to key documents and related financial information such as the approved budget, requested budget, funding gap, and sources of funds. OIO regularly had to seek clarity on the financial data from the TT. In particular, it was cumbersome to confirm funds committed and spent on a project-by-project basis.
36. As an example, the Language Services Management System project was complete, but the spent amount was outdated as all invoices were not received, effectively preventing an assessment of the project's financial performance in comparison to the funds spent. Disaggregated financial data for each project in the Information Security (TO4) out could not be broken down, rather the entire TO4 total spend was bundled into one financial line item. There is an opportunity to further streamline financial reporting on all projects, which will also enhance financial monitoring and projections.⁹

Interdependencies on other TO projects

37. Critical path dependencies are the sequence of dependent outcomes that are essential to complete for other projects and tasks to begin and move forward. The successful TO project execution requires that projects are implemented in a sequenced manner to manage the interdependencies and mitigate risks. The TO is an enterprise-wide project portfolio and the failure to achieve key goals in one project could have an impact on the success of other TO projects due to project interdependencies.
38. There are foundational projects that are dependent on the achievement and/or implementation of other TO projects. There are also links between projects such as the Results Based Management (RBM) project which contributes and guides the implementation of the Corporate Performance, Monitoring and Reporting (CPMR) project. The Performance and Competency Enhancement (PACE) system is also linked to both the CPMR and ERP projects, while the full implementation of Results Based Budgeting and Cost Recovery (phase 2) projects are dependent on the ERP implementation.
39. A review that assessed the RBM Project in June 2023 highlighted key elements required to deliver 'transformation' and identified critical gaps and activities that were recently included in the RBM Plan. However, some of the tasks identified by the review should have been implemented at the beginning of the RBM initiative to make sure that proper guidance and linkages are established.
40. Dependencies affect some projects which are currently on track and are within the approved timeline. For example, Cost Recovery Project (phase 1) was completed in November 2023, however, successful implementation and benefits realization can only take place upon the successful completion of the ERP and Cost Recovery (phase 2). Projects that are dependent on the completion of other projects must be implemented to ensure benefits are realized and resources spent were not in vain.
41. OIO is aware that at the beginning of the TO there was a workshop that focused on identifying and prioritizing interdependencies identified and that the TT led an interdependency overview exercise that was completed in March 2023.¹⁰ While TO project interdependencies were identified, this was not updated and it was unclear what the critical dependencies were, nor how these were managed

⁹The International Aid Transparency Initiative (IATI) reporting, which many UN funds and agencies contribute to as part of their transparency agendas, requires project spending to be clearly reported and published.

¹⁰see 7-Implementation Plan March 2023 - full.jpg

by the various Programme Boards to attain the successful achievement and completion of the projects.

42. The lack of an updated interdependency mapping amongst projects indicates that the TO should strengthen its project portfolio monitoring pertaining to managing interdependencies. Mapping of these interdependencies can inform the SG and Programme Boards as the portfolio is completed.

Pace of implementation of TO projects and reprioritization of remaining TO projects

43. Almost exactly half-way through the TO, there are constraints about the ability to deliver on all transformation programme outputs, including human resources capacity and personnel adaptiveness to change. A final reprioritization exercise should be performed to focus on TO projects that are not started, those projects to be only partially implemented, and for those projects at risk of implementation. The objective of maximizing overall TO results by mitigating this risk of non-delivery of projects is already underway.¹¹
44. ICAO underwent a TO project prioritization exercise in April 2024. There still exists a funding gap, and the TT plans to lead the prioritization exercise again in December 2024 to assess the impact for the final year of the TO. This is an opportunity to revisit the prioritization with the key purpose of identifying those projects that it critically views as “transformational” in order to assign the resources necessary to complete these projects and identify those projects that are strategic or operational in nature.
45. It is apparent that not all 38 TO projects are purely transformational. Many project personnel expressed varying opinions; some indicated that the TO projects were transformative because the ICAO business model changed, while others put forward projects to the TO because they were approved prior to the TO, and some were included as being part of the TO improved funding opportunities, visibility, and there were interdependencies with other transformation projects.
46. The Informal Conflict Resolution project, as an example, was approved to enhance ICAO’s informal conflict resolution mechanisms to enable timely resolution of work-related disputes. The key milestone was the hiring of the Ombudsperson. Considering the long-standing role of the Ombuds function among UN agencies, it is not clear if this project is transformational.¹² Refer to table 4 for further examples of projects to review considering the high number of TO projects.

Table 4: Projects to review for prioritization considering high number of TO projects

#	TO Project	TO Project status	Total project budget in CAD\$ available	OIO comments
1	Competency Framework	Implementation phase – At risk of completion	\$50,960	The Competency Framework is delayed, hence at risk of completion, as there is currently no movement to complete this project. The business case should be reassessed, and the TT should ascertain whether the outcomes warrant the investment requested or if the remaining work can be absorbed in a future ongoing routine activity.

¹¹The last reprioritization exercise was April 2024- see 5- TO Project Prioritization Approach Update April 2024.

¹²see <https://fpombudsman.org/history/>

#	TO Project	TO Project status	Total project budget in CAD\$ available	OIO comments
2	Talent Mobility	Implementation phase – At risk of completion	\$560,880	Talent Mobility is at risk of completion per the approved project schedule. Milestones were not met, including its related policy that was not approved, and hiring of a resource has not been completed yet. The TT should review this project with the purpose of reassessing whether its implementation will achieve a transformation.
3	Gender Equality	Implementation phase – At risk of completion	\$546,880	The Gender Equality project is delayed due to hiring and not meeting project milestones. This project has spent CAD \$50k out of the CAD \$550k approved budget. The project status notes the project is at risk. Prior to a resource being onboarded, it should be reassessed to determine if this project will provide a 'clear contribution to the overall transformational objective'.
4	RBM	Implementation phase - At risk of completion	\$349,147	The RBM project seeks to develop, implement and start the process of mainstreaming results-based management in ICAO by 2025, in line with the projected maturity level 3 based on the JIU Benchmarking Framework. The project status indicated that this project is on track for completion by December 2025 and the project is fully funded and fully resourced. OIO is concerned that the project may not be completed by the end of 2025 as the project did not yet implement critical activities such as the RBM guidelines and architecture. Preparing the RBM guideline and architecture, which are the basis for RBM implementation in the organization should have been implemented at the beginning of the RBM initiative to make sure that proper guidance and linkages are established. Management indicated that the project is on track to complete by the end 2025 given its reduced scope, availability of budget, and that embedding and full implementation goes beyond 2025 until 2028, based on the RBM roadmap. The RBM project should continue under the TO for ICAO to align with other UN funds and agencies and to realize the investment made in other dependent projects. ¹³

¹³ See JIU/REP/2019/1 *Review of Management and Administration in the International Civil Aviation Organization (ICAO)*
<https://www.unjiu.org/sites/www.unjiu.org/files/jiu_rep_2019_1_english>

#	TO Project	TO Project status	Total project budget in CAD\$ available	OIO comments
5	Fit-for-Purpose Organization	Initiation phase - At risk of completion	\$0	<p>The development of a TOR is approved, and tender launched. The SG has taken the role of executive sponsor of this critical project. The milestones identified have not yet been met already exposing this project at risk of non-completion by December 2025.</p> <p>Currently, this project is unfunded, and the budget projection is CAD \$0.7 million. Based on information shared, the projected budget required may surpass CAD \$0.7 million.</p> <p>Financial resources should be made available in the prioritization exercise to further focus on completing this project, along with determining the final budget amount needed.</p>
6	Diversity, Equity & Inclusion	Initiation phase - At risk of completion	\$29,178	<p>This project is funded with a budget of CAD \$29k and no funds were spent to date. Implementation is scheduled for October 2024.</p> <p>The TT with the Programme Board should assess whether the outcomes warrant the investment requested and consider if this project can form part of the continuous improvement cycle, post-TO implementation.</p>
7	HR Operational Excellence	Not started	\$100,000	<p>The HR Operational Excellence project is fully funded at CAD \$100k and no funds were spent to date.</p> <p>Considering the current capacity constraints and focus on critical path projects, the TT with the Programme Board should assess whether the outcomes warrant the investment requested and consider if this project can form part of the continuous improvement cycle, post-TO implementation.</p>
8	BI & EDM	Initiation phase - At risk of completion	\$0	<p>The BI & EDM project is currently unfunded and at risk of completion due to funding and lack of human resources assigned.</p> <p>One of the concerns about the BI & EDM project is inadequate internal capacity to have user driven usage of BI technology.</p> <p>Tendering for both the BI and EDM components are underway.</p> <p>Should this be a critical project, it should be routinely monitored to ensure its timely implementation.</p>

#	TO Project	TO Project status	Total project budget in CAD\$ available	OIO comments
9	ERM platform	Initiation phase - At risk of completion	\$0	<p>The ERM platform project is unfunded, leaving it at risk of completion.</p> <p>The draft project concept documentation should be reconsidered to take into account the technical architecture requirements. The technology aspect of the project is not as significant as the effort to embed an ERM platform in the corporate culture.</p> <p>The TT with the Programme Board should assess whether the outcomes warrant the investment requested and consider if this project can form part of the continuous improvement cycle, post-TO implementation.</p>
10	Accountability – (phase 2)	Not started	\$0	<p>This project is unfunded with a budget request of CAD \$41k and is dependent on Accountability (phase 1). Accountability (phase 1) had its project closure deadline extended to the end of June 2024.</p> <p>The TT and Programme Board should assess the internal effort needed to deliver Accountability (phase 2) to ensure it is reasonable to complete by December 2025.</p>
11	Standards and Recommended Practices & Document Management System (SARPs/DMS)	Initiation phase - partially complete by December 2025	\$2,063,000	<p>The SARPs/DMS project is expected to implement the Standards and Recommended Practices and Document Management System (SARPs & DMS) Signature project, digitally transforming the standards and recommended practices process and improving collaboration and management in the development and lifecycle of ICAO's core products, which is its published SARPs.</p> <p>The SARPs/DMS project has spent CAD \$0.2 million of its CAD \$2 million budget.</p> <p>It should be determined if there is a strong correlation between SARPs and the DMS as the SARPs component of the project can be delivered without the DMS component, hence the "partially complete" status indicated by OIO.</p> <p>Management should determine if there is an opportunity to rationalize the DMS component and its achievement or consider its implementation in the continuous improvement cycle, post-TO implementation.</p>
12	CRM & EMS	Initiation phase - partially complete by December 2025	\$1,775,023	<p>The CRM & EMS project is partially funded with a funding gap of CAD \$0.7 million.</p> <p>As per the milestones documented in the project plan that this project will not be delivered until December 2026.</p> <p>The CRM component will be delivered by December 2025 but full implementation and integration with other systems, including the ERP and upgrading the EMS will go beyond December 2025.</p>

47. Undertaking a reprioritization of the TO portfolio with the purpose of finalizing in-flight projects and continuing to support organizational change adoption is warranted to ensure a meaningful transformation. The focus should be to ensure that all envisaged purely transformational projects are fully implemented.
48. It was flagged that even if all funding requested was made available, ICAO would not be able to spend the funds to deliver on all projects given the current pace of implementation observed and the multiple instances of a project at risk due to hiring consultants along with the time taken to complete the recruitment process.
49. Since the TO will be coming to an end in December 2025, it is important that projects continue to be sustained post-TO. OIO is aware that all TO projects have a 'handover to BAU' milestone requirement and the change management framework that details the requirements of handover and sustaining outcomes, however, it was noted that the projects did not have a detailed phase out strategy as part of the project closure overview.

Human resource constraints

50. The TO is expected to impact every employee at ICAO as it drives forward the change envisioned to modernize the Organization. Realizing the TO project implementation and subsequent benefits require the workforce to embrace change and move towards a common goal, which in turn requires sustained efforts in project management and the application of change management expertise in order to succeed.
51. Many of the personnel actively involved in the TO have taken on additional tasks in conjunction with their regular duties. The human resources necessary to implement TO projects impacts heavily across the Organization with some areas assuming more effort and becoming strained over prolonged periods. During interviews, both the Finance Branch (FIN) and Information Security Team indicated that their workloads significantly increased throughout the TO. These concerns were echoed by several other personnel responsible for implementing TO projects.
52. Resource constraints and availability of personnel to take on more work through transitions, while at the same time changing the way they work presents a significant risk. For example, in Finance the same Executive Sponsor is both leading projects [ERP, Cost Recovery (phases 1 and 2)] while absorbing change introduced by others such as RBM and RBB.
53. Some personnel are subject matter experts who have significant demands made for their time on multiple projects. The Chief Information Security Officer (CISO), for example, is a key resource in all Information Security (TO4) projects. The dependence on the CISO is a risk to the Information Security projects should the CISO become unavailable for a prolonged period of time.
54. Technical work carried out by consultants supplements the regular human resources, but this carries certain risks as key information, particularly as it relates to new systems, is held by consultants with limited commitment to ICAO.¹⁴ ICAO needs mechanisms to internalize knowledge transfer, currently held by temporary personnel to sustain the success that is envisioned from the TO.

ERP & PPM implementation

55. The ERP & PPM project is the flagship project of the TO, the initial business case and a related budget was presented to the Council Finance Committee in 2022. In 2023, a new business case was approved prior to the decision to proceed with the selected ERP & PPM solution option and

¹⁴ There are six consultants that are project managers of 10 TO projects: three projects that are closed, four projects that are in the implementation phase, two projects in the initiation stage and one project not started. The TO projects with consultants as project managers are Cost Recovery (phase 1 and phase 2), ERM, Accountability (phase 1 and phase 2), Gender Equality, Partnerships, Language Services Management System, Service Management, and SARPs & DMS.

commitment to partner with UNDP to join the Quantum consortium. The go-live date is set for January 2025 with an alternative date being set for March 2025. While this new ERP system is expected to bring greater efficiencies in the way ICAO operates, there is an increased demand on resources particularly in the payroll (HR), projects (CDI) and finance (FIN) units for testing the new system and to ensure that the ERP can fit the needs of ICAO, as well as to prevent any negative implications once the system is live. Therefore, it is crucial that business implements user acceptance testing and that the ERP & PPM project team addresses all critical issues found, before go-live. Also, the associated risks with regards to data migration, validation, financial reporting need to be identified early and effectively managed.

56. The decision was taken in May 2024 to outsource payroll, instead of being delivered in-house. It is important that this decision results in cost savings and other measurable benefits and efficiencies for the Organization. It was indicated that savings are expected to be realized over a 10-year period. ICAO should develop a mechanism to track and evidence such savings.
57. The initial budget for the ERP & PPM implementation was set at CAD \$7.6 million, however this has increased to over CAD \$10.4 million. The budget for this project needs to be closely monitored.
58. The ERP & PPM is expected to bring significant change in the way ICAO works and operates and it is essential that there is adequate training for personnel and visible change management approaches tailored for the ERP & PPM project in addition to the overall change management focus adopted for the TO. Management indicated that this project has two change management leads specific for this project with a unique change management plan.

Change management and communication

59. Change management involves a strategy, including but not limited to communication, designed to directly engage personnel, and provide the resources they need to change along with reinforcing the desired change.¹⁵
60. ICAO took a commendable position by including a strong change management focus at the inception of the TO. The TO prepared for change from its inception with the onboarding of a dedicated change management resource and the development of change management assets. There are branding assets, talking points, and other change resources available for personnel to use.
61. Personnel are receptive to the change management resources provided by the TT. During interviews, personnel positively referenced the change management resources provided by the TT and highlighted a need for more change management support and training.
62. ICAO conducted a Transformational Objective Year 1 - Staff survey to assess staff commitment to, and perception of, the TO. The survey results revealed that personnel in field offices felt less connected to the TO than personnel located at headquarters.
63. The TT's 2023 Annual Report of January 2024 noted that "*change management is not yet effective, with varying degrees of understanding and commitment to delivering the changes effectively.*"
64. Tools, such as the intranet and the TO SharePoint site, allow personnel to be reached directly, not just through their senior leaders. Personnel also receive emails, Yammer messages and announcements, newsletters, and other communications products that regularly convey any TO updates and progress. Direct communication and access to information in a self-service manner is preferable in accepted change models, over information delivered through hierarchical means such as via supervisors, because this approach better supports change.

¹⁵ See the Prosci methodology and ADKAR model. ICAO has taken a light touch approach to Prosci in its change approach

65. It is not expected to see significant change adoption half-way through an organization wide TO and the outcomes of the change investment can be better measured towards the end of 2025, and beyond, as the impacts from the TO will continue to be felt far beyond this portfolio cycle.

Other areas pertaining to the TO

66. In the TO SharePoint libraries there were many versions of business cases for TO projects. Implementing consistent naming conventions and version control in order to have these documents easily searched and retrieved in the future may be warranted.
67. Programme Boards should not look at project scope in isolation and instead should examine related projects, compare scopes, analyze the expected project benefits to be realized, and ensure complementary targets and objectives are established for effective coordination at the planning stage.
68. Beyond general commitment towards the TO amongst personnel, there is lack of coordination, at times, in implementing elements of the TO. For instance, a concern was raised about inadequate coordination and co-operation between Information Communication and Technology (ICT) and Information Security (InfoSec) on the Governance, Risk, and Compliance project which may need to be looked into.

CONCLUSIONS

Conclusions

69. Despite the TO being a complex and ambitious enterprise-wide portfolio, several achievements were made at the mid-point of the TO:

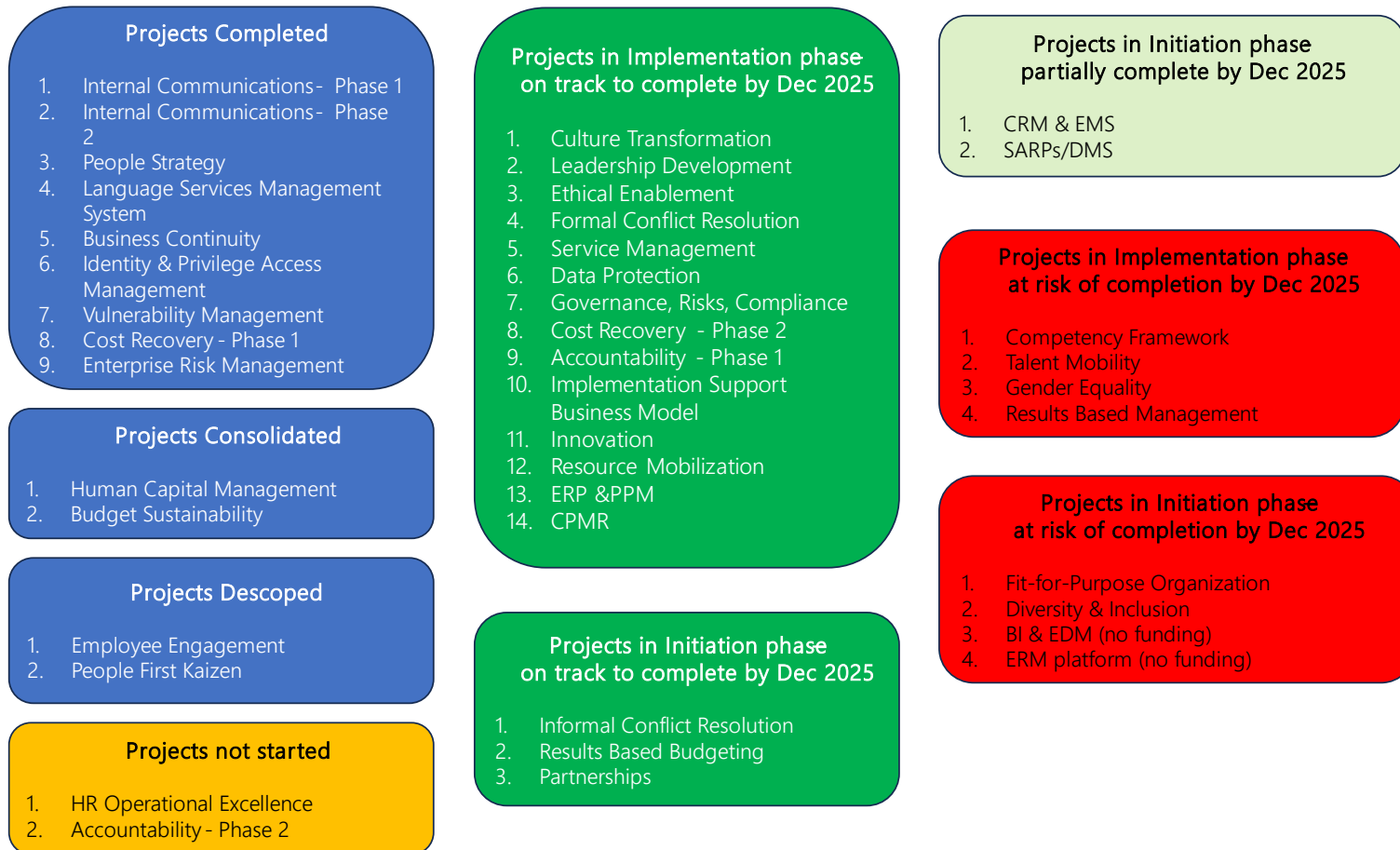
- Conclusion 1: implementation of an enterprise-wide portfolio governance mechanism to manage the TO which was a significant undertaking, considering that the degree of PM discipline was new to ICAO; including improved transparency of decision-making through the respective Programme Boards.
- Conclusion 2: the TT helped introduce an enhanced enterprise-wide PM discipline to ICAO, such as the establishment of the programme, and demonstrated mature PM capabilities in project governance and in capacity development among personnel;
- Conclusion 3: an enterprise risk management framework was applied to the TO with an up to date and effective risk register reviewed and maintained at a Portfolio, Programme & Project level.

70. Based on the results and findings, OIO has concluded the following to serve as a catalyst in achieving the TO, including its link to the overall strategy of the Organization:

- Conclusion 4: business cases should be drafted and approved for all projects not started and for ongoing projects with at least 4 months remaining for completion and a total budget greater than CAD \$200,000 to support transparency and accountability; and business cases should have an accurate assessment of benefits to be realized and well-defined clear KPIs, before projects are approved by the respective Programme Boards for initiation/implementation.
- Conclusion 5: a reprioritization of the remaining TO projects should be reperformed with a focus on those projects that can significantly contribute towards achieving transformation, including what is attainable within the time limit of the TO, and develop a revised plan. This plan should clearly distinguish between transformational projects and those projects that are strategic or operational; and TO projects should have a clear phase out strategy to sustain the realized benefits after the TO project ends.
- Conclusion 6: the TT in close coordination with the Business Owners/Executive Sponsors and Programme Managers should update and clarify how project interdependencies will be managed to enable the implementation of high priority key transformation project.

ANNEX 1: TO PROJECT STATUS AS OF 31 MAY 2024

Overview of OIO Assessment of TO project status at 31 May 2024



	Project	TO#	Status	Selected for review	Business case	Funds Required	Funds Available	Gap between funds available vs required
1	Competency Framework	1	Implementation - at risk of delay/completion by Dec 2025	yes	yes	65 000	50 960	(14 040)
2	Culture Transformation	1	Implementation - on track to complete by Dec 2025	yes	yes	500 000	500 000	0
3	Diversity, Equity & Inclusion	1	Initiation - at risk of completion by Dec 2025	yes	yes	29 178	29 178	0
4	Employee Engagement	1	Closed – descoped	yes	yes	60 634	60 634	0
5	Fit-for-Purpose Organization	1	Initiation - at risk of completion by Dec 2025	yes	yes	700 000	0	(700 000)
6	HR Operational Excellence	1	Not started	no	yes	100 000	100 000	0
7	Internal Communications - Phase 1	1	Closed – completed	no	no	135 000	135 000	0
8	Internal Communications - Phase 2	1	Closed – completed	no	no	0	0	0
9	Leadership Development	1	Implementation - on track to complete by Dec 2025	yes	yes	1 396 377	1 396 377	0
10	People First Kaizen	1	Closed – descoped	yes	yes	0	0	0
11	People Strategy	1	Closed – completed	no	no	85 000	85 000	0
12	Talent Mobility	1	Implementation - at risk of delay/completion by Dec 2025	yes	yes	496 624	560 880	64 256
13	Ethical Enablement	2	Implementation - on track to complete by Dec 2025	yes	no	641 188	641 188	0
14	Formal Conflict Resolution	2	Implementation - on track to complete by Dec 2025	no	no	2 917 381	2 917 381	0
15	Informal Conflict Resolution	2	Initiation - on track to complete by Dec 2025	no	yes	610 000	610 000	0
16	BI & EDM	3	Initiation - no funding	yes	yes	600 000	0	(600 000)
17	CPMR	3	Implementation - on track to complete by Dec 2025	yes	no	84 811	84 811	0
18	CRM & EMS	3	Initiation - partially complete by Dec 2025	yes	yes	2 444 694	1 775 023	(669 671)

19	ERM platform	3	Initiation - no funding	yes	no	400 000	0	(400 000)
20	ERP & PPM	3	Implementation - on track to complete by Dec 2025	no	yes	10 384 989	7 605 000	(2 779 989)
21	Human Capital Management	3	Closed – consolidated	no	no	436 639	436 639	0
22	Language Services Management System	3	Closed – completed	no	no	909 636	909 636	0
23	SARPs/DMS	3	Initiation - partially complete by Dec 2025	no	no	2 063 000	2 063 000	0
24	Service Management	3	Implementation - on track to complete by Dec 2025	no	yes	633 639	634 000	361
25	Business Continuity	4	Closed – completed	no	no	2 522 805 ¹⁶	2 522 805	0
26	Data Protection	4	Implementation - on track to complete by Dec 2025	no	no	2 522 805	2 522 805	0
27	Governance, Risks, Compliance	4	Implementation - on track to complete by Dec 2025	yes	no	2 522 805	2 522 805	0
28	Identity & Privilege Access Management	4	Closed – completed	no	no	2 522 805	2, 22 805	0
29	Vulnerability Management	4	Closed – completed	no	no	2 522 805	2 522 805	0
30	Budget Sustainability	5	Closed – consolidated	no	no	0	0	0
31	Cost Recovery - Phase 1	5	Closed – completed	yes	no	206 451	206 451	0
32	Cost Recovery - Phase 2	5	Implementation - on track to complete by Dec 2025	yes	yes	264 000	144 000	(120 000)
33	Results Based Budgeting	5	Initiation - on track to complete by Dec 2025	no	no	0	0	0
34	Accountability - Phase 1	6	Implementation - on track to complete by Dec 2025	no	no	114 000	114 000	0
35	Accountability - Phase 2	6	Not started	no	yes	40 951	0	(40 951)
36	Enterprise Risk Management	6	Closed – completed	no	no	34 020	34 020	0
37	Gender Equality	6	Implementation - at risk of completion by Dec 2025	no	yes	660 000	640 144	(19 856)

¹⁶ The total budget at project level for each project in the Information Security Pillar (TO4) could not be identified, consequently the total budget of CAD \$12,614,024 is evenly split across the five InfoSec projects.

38	Implementation Support Business Model	6	Implementation - on track to complete by Dec 2025	no	no	0	0	0
39	Innovation	6	Implementation - on track to complete by Dec 2025	no	no	267 000	166 000	(101 000)
40	Partnerships	6	Initiation - on track to complete by Dec 2025	no	yes	0	0	0
41	Resource Mobilization	6	Implementation - on track to complete by Dec 2025	yes	no	0	0	0
42	Results Based Management	6	Implementation - at risk of completion by Dec 2025	yes	no	349 147	349 147	0
Total						40 243 383	34 862 493	(5 380 890)

Note – Funds spent are fluid – not all invoices were received and committed funds are not included. Funds committed were estimated at CAD \$7,126,132 as of 10 May 2024.

ANNEX 2: DOCUMENTS REVIEWED

2023 - Business Case Leadership Development 05.10.2023 (1)
2023 - Business Case V0.4-Talent Mobility People Strategy - 18.10.2023
2023 - RBM Project Deep Dive 21.06.2023
2023 - Transformational Objective Update 041223
2023-03 - Implementation Plan - full.jpg
2024 - Business Case Cost Recovery final 8May24
2024 - Competency Framework project - Discussion on ICAO Values.23.04.2024
2024 - ICAO Korn Ferry Project Status_ April 18 20241 (002)
2024 - Minutes of the 31st Meeting of the EAAC Agenda Item 09
2024-02 - Leadership Development project update
2024-02 - TO1-TO2 financial summary.xlsx
2024-03 - SARPs DMS-Phase 1-March-2024
2024-04 - EAAC - HRM Update - April 2024v3
2024-04 - TO Measuring the Benefits EAAC Update April 2024
2024-04 - TO Project Prioritization Approach Update April 2024
2024-04 - 02 Meeting Notes SG re TO mid-term assessment
2024-04 - 03 Meeting Notes Transformation Office re TO mid-term assessment
2024-04 - 03 Meeting Notes CISO re TO mid-term assessment
2024-04 - 03 Meeting Notes Capacity Dev re TO mid-term assessment
2024-04 - 04 Meeting Notes Strategic Planning re TO mid-term assessment
2024-04 - 05 Meeting Notes CIO re TO mid-term assessment
2024-04 - 04 Meeting Notes HR re TO mid-term assessment
2024-04 - 04 Meeting Notes HR re TO mid-term assessment HRM presentation
2024-04 - 04 Meeting Notes Finance re TO mid-term assessment
2024-04 - 12 Meeting Notes ANB re TO mid-term assessment
2024-04 - 12 Meeting Notes Budget re TO mid-term assessment
2024-04 - 16 Meeting Notes Language and Conference re TO mid-term assessment
2024-04 - 16 Meeting Notes Regional Office re TO mid-term assessment
2024-04 - 16 Meeting Notes Regional Office re TO mid-term assessment
2024-04 - 26 - Meeting Notes Conflict Resolution re TO mid-term assessment
2024-05 - TO SMG RDs Report #14
2024-05 - 10 Meeting Notes re CPMR and RBM mid-term assessment
2024-05 - 15 Meeting Notes re TT mid-term assessment
2024-05 - 10 Meeting Notes re CPMR and RBM mid-term assessment
2024-06 - TO SMG RDs Report #15rev2
23378BE ICAO New ERP implementation 2023 V03
Annual Report C.230.WP.15525.EN
BI-EDM Signature Project Business Case Final 27-Feb-2024
Business Case BI-EDM Signature Project Business Case Updated 2-May-2024
Business Case Competency Framework V1.0 22.12.2023
Business Case Competency Framework V1.0
Business Case Culture Transformation V2.0 - 22.12.2023
Business Case Culture Transformation V2.0
Business Case ERP_PPM V2.0 Final
Business Case Gender Equality V1.0 29.11.2023
Business Case Leadership Development 05.10.2023

Business Case service management V1.0 Final 21.03.2023
Business Case service management V2.0 (Final) 01.02.2024
Business Case Transformation Team V2.0 12.11.2023
Business Case V1 - Talent Mobility_People Strategy - 23.10.2023
C.226.WP.15398.EN - Performance Audit of IT Governance 2021
Contract Board Submission re E-Learning CB ADB POD and OSG EO PR 11123985 UNSSC 1
Cost Recovery 1 - Project Closure 9 Nov.2023
CPMR Business Case
CRM-EMS Business Case v1.4
CRM-EMS Business Case
ERP Project Plan November 2
ERP_IMC November 2023 v2
ERP_PPM_Business Case V1.4
FI WP 732 Proposal for Draft Budget 2023-2025 FINAL
Finance & Expenditure 22.05.2024
HRM Gender update
ICAO Business Plan 2023-2025 - Feb2024
ICAO HR People First
ICAO Transformation Secretariat Strategy V2.0
ICAO Transformational Objective Annual Report January 2024 V1.0
ICAO Transformational Objective Prospectus PDF August 2023
ICAO's New Digital Foundation - October 2023 Snapshot
ICT Strategy 2022- 2025_VF jun29
Internal Audit Report on Enterprise Risk Management (ERM)
IS-RD-002 Programme Charter and Management Plan 1.9
LSMS Project Closure Form (1)
New Draft ICAO Strategic Plan
NFP Accelerator 3.0 - Programme Delivery
Partner Agency ERP SLA
Performance Audit 22370 Interim Review on the new IT Strategy and Action Plan V02 2022
Programme Board ToR - Digital Transformation ToR V3.0
Programme Board ToR - People & Culture Transformation V4.1
Programme Board ToR - Operational Transformation V4.0
Project and Programme manager handbook Final
Risk Register - CORPORATE RISKS - 2024 - Final
Terms of Reference Fit for Purpose Organization V2.0final
TO KPI Status Update 200524
TO project prioritization v.2.0
TO projects summaries 022014
TO SMG RDs Report #12
TO Snapshot December 2023
Transformational Objective Year 1 - Staff survey (1-352)

Information available via [Transformational Objective | General | Microsoft Teams](#)