



Executive Management Committee

Agenda 24 September 2025

1. Updates to the NDF IT Systems Roadmap 2030 – AHA (45 min)
2. Workflow and principles for project team initiatives (45 min)



MINUTES

Date: **24 September 2025**

Participants: SSA, LES, CHS, MRO, JA, AHA, MDS (Secretary)

1. Updates to the NDF IT Systems Roadmap 2030 – AHA

Decision: EMC welcomed the updates, asked the IT Systems Roadmap 2030 to be presented for decision making and recommended the preparation of a five-year budget plan to estimate the overall costs within a longer timeframe in response to a request made by the Board in 2024.

Description. NDF IT Systems Roadmap 2030 aims at supporting the evolving nature of NDF's operations by providing an integrated, flexible and inclusive IT system with high-quality data for decision-making. An updated budget and timeline were presented to the EMC for the eventual approval of the Enterprise Data Warehouse (EDW), the proposed central repository for NDF's IT systems and project and financial data.

Summary of discussion:

- EMC welcomed the recent updates, which included the onboarding of the new service provider, the integration of the new Risk App and the development of KPI reports. EMC reminded that in 2024 the Roadmap was not approved pending additional information regarding budget implications and should now be presented for decision making.
- EMC supported the overall objectives to address current data challenges including data fragmentation and duplication and data security risks. On the next development steps, there was agreement to prioritise the disaggregation of data from projects with a regional and global scope and the development of a project origination module.
- EMC noted that with cost estimates now available for the EDW, EMC recommended preparing an estimated budget for prioritised IT needs for the forthcoming five-year period to better assess the overall cost implications, as also requested by the Board. This multi-year budget estimate should also underpin the IT costs to be included in next year's budget proposal.

2. Workflow and principles for project team initiatives

Decision: EMC welcomed the revised workflow and made specific recommendations. In addition, EMC agreed to formulate guiding principles for project teams. These will be further discussed in the forthcoming workshop.

Description. Updates have been made to the project workflow following the NDF Team Days in Krapí, Tuusula in May 2025. EMC members further revised the workflow as the blueprint to be followed for improved processes and work culture in project team initiatives. The flowchart, together with suggested guiding principles that will underpin the workplace culture, shall be presented for final consultation with staff in connection with the upcoming workshops.

Summary of discussion:

- EMC was positive about the revised workflow and discussed some minor adjustments in the visual diagram such as the placement of certain elements. It was emphasized that the workflow should visually and through wording clearly convey the intention of collaboration and engagement, in particular in the early part of the project cycle.
- EMC agreed that the project team composition should be clearly defined with job titles.
- Last, EMC discussed guiding principles for project teams and agreed to draft a set of principles to be discussed at the upcoming workshop.



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