



DIRECTORS GENERAL OF CIVIL AVIATION-MIDDLE EAST REGION

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Agenda Item 4: Managerial Issues

JAHEZ PROGRAM FOR ENTERPRISE RISK MANAGEMENT AND BUSINESS CONTINUITY

(Presented by UAE)

SUMMARY

The Working Paper Covers the Importance of Improving Overall Institutional Performance And Resilience through the Design, Development, and Implementation of an Integrated Enterprise Risk Management and Business Continuity Program In Line with International and National Requirements in order to address the Vast Array of Diverse Risks and Threats, as well as to Increase Preparedness and Readiness to achieve the Highest Levels of Response during Emergencies, Crises, and Disasters.

STRATEGIC OBJECTIVES

This paper reviews the objectives and framework of the GCAA's Jahez Program for Enterprise Risk Management and Business Continuity as well as some recommendations for other Organizations.

1. INTRODUCTION

1.1 In line with national strategic directions, GCAA launched Jahez Program for Enterprise Risk Management and Business Continuity during 2019-2020 in accordance with the requirements of national and international standards in order to support its main activities through the comprehensive and regular application of ERM processes, strengthen the effective enterprise response and develop plans to ensure business continuity so that essential and critical services can be provided during emergencies, crises and disasters.

1.2 Jahez contributes to improving the overall enterprise performance by linking enterprise objectives with risks and opportunities, providing an integrated framework that assists management to early predicting and responding to expected risks, improving continuous coordination and communication between various risk management activities, including risk management process in enterprise decisions, developing an early detection

mechanism, identifying different risk scenarios, developing business continuity plans and testing its effectiveness through periodic exercises and tests.

1.3 Jahez framework documents technical elements of ERM, such as governance and policy, delegation of authority and methodologies, procedures and guidelines for communication and consultation, and the identification of internal and external context, as well as the relationship with internal and external partners, the identification of risks that may affect the achievement of institutional objectives and their root causes, the analysis of implications and potential, and monitoring of the implementation of treatment plans.

1.4 Jahez framework also documents the technical aspects of business continuity management, such as policy, methodologies, and procedures for implementing business impact study processes, assessing business continuity threats and risks, developing alternative plans, implementing periodic exercises and tests, and identifying and developing competencies and skills needed to implement business continuity management requirements.

1.5 Jahez applies to all organizational units in GCAA, with all their activities, services, tasks, locations, operations and systems, and has the full support of senior management. There is also a clear definition of all stakeholders' roles and responsibilities. The ERM and business continuity champions (representatives of all organizational units) serve as a link with the Jahez management team, and their main tasks are to implement the activities of identifying, analyzing, evaluating and addressing enterprise risks, as well as planning, development and implementation activities for business continuity plans before, during and after emergencies, crises and disasters.

1.6 ERM adopts a comprehensive, integrated, planned, structured and disciplined approach to risk management that aims to enhance added value and align strategy, processes, people, culture, technology and governance in order to assess and manage uncertainties.

1.7 The main objectives of GCAA's Enterprise Risk Management are:

- Ensure effective enterprise risk management, reducing the likelihood of enterprise risk impacting goal achievement.
- Assist management in identifying, analyzing, evaluating, and mitigating enterprise risks and taking advantage of opportunities.
- Foster a culture of enterprise risks awareness in which management is committed to embracing risks and accepting accountability for risk management.
- Maintain an accurate assessment of all GCAA's enterprise risks and ensure that appropriate treatment plans are developed and implemented.
- Provide senior management and executive management with the required assurance about the efficiency and effectiveness of internal control tools.
- Incorporate ERM into management decision-making and strategic planning.
- Proactive management of emerging risks that may affect the GCAA's main functions and activities.

GCAA's ERM Philosophy:

"ERM is not about avoiding or eliminating risks altogether, but about taking the right risks, which often leads to bearing or taking more risks. ERM is the GCAA's prerogative to manage uncertainties, reduce threats more effectively, and seize opportunities. ERM is characterized by its systematic management practices for assessing and monitoring risks as well as improving the way risks are managed, as supported and enabled by the ERM Manual."

The main objectives of GCAA's Business Continuity Management are as follows:

- Raise operational and service readiness and flexibility to respond effectively to various possible scenarios.
- Align GCAA's operations and services with national and enterprise business continuity management requirements.

2. DISCUSSION

2.1 In response to the COVID-19 pandemic outbreak in the UAE and the world, which affected thousands of people's lives as well as the local and global economy, GCAA launched a package of decisive measures to respond to and address this health threat at the national and institutional levels, as well as to activate all aspects of enterprise resilience as follows:

- Make the GCAA's Emergency, Crisis and Disaster Operations Room operational around the clock and assign liaisons to it to facilitate coordination and communication at the national level with the National Emergency, Crisis and Disaster Management Authority and other government agencies.
- Coordinate with partners (airports, airlines, air navigation service providers, etc.) in the State's civil aviation system to apply preventive and precautionary measures on flights, passengers and workers in civil aviation sector.
- Activate Jahez to manage enterprise risk and business continuity in order to monitor the overall enterprise situation and the affected business units.
- Form and activate the GCAA's response and recovery team, comprised of representatives from all organizational units, with the goal of promoting the concept of business continuity, activating plans, and assisting in the return to normalcy.
- Activate the Enterprise Impact Report, which is issued periodically to senior management to monitor the GCAA's business continuity.
- Create an indicator to measure the readiness of the GCAA's organizational units to respond to the COVID-19 pandemic, which can be used in the future to measure the readiness to respond to any emergency situation, based on the requirements of the National Emergency, Crisis and Disaster Management Authority.

- Assist the enterprise system in improving the readiness of the office work environment to work under emergency conditions as directed by the Federal Authority for Government Human Resources.

2.2 Discuss the need for regional cooperation in risk management, business continuity management, emergency, crisis and disaster management, as well as the benefits that can be achieved.

2.3 To a large extent, Jahez is a recommended practice, and its implementation is left to the discretion of Member States.

3. RECOMMENDATIONS

3.1 The recommendations in this paper establish a comprehensive and integrated framework for dealing with enterprise risks and threats that other agencies can be adopt. Because the legal, administrative, operational, regulatory and financial frameworks may vary by country and institution, it is likely that some will not be able to take similar measures; thus, this paper makes a recommendation to Member States to support the development of guidance on the foundations laid out in this paper, and it is a meaningful and transcontinental call for recognition, as described in recommendations below:

- Promote the concept and culture of enterprise risk management and business continuity, and incorporate them into daily working environment.
- Work to ensure the sustainability of enterprise work during emergencies, crises and disasters by joining forces, organizing procedures, overcoming obstacles, strengthening communication channels, and expediting the implementation of government directives.
- Adopt a proactive approach to dealing with future crises by developing plans, empowering resources, and preparing for any potential scenario.
- Adopt flexible and agile strategies, legislation, work procedures and practices and incorporate them into daily work practices.
- Schedule initiatives and projects towards innovative initiatives.
- Invest in the development of IT infrastructure and government services automation, the provision of programs and applications, and the testing of the efficiency and effectiveness of IT disaster recovery plans.
- Empower and motivate national cadres to maintain business continuity in all circumstances before, during and after emergencies, crises and disasters.
- Optimal strategic workforce planning, including remote workforce planning, flexible and virtual employment contracts, employee efficiency practices and human resource policies.
- Improve resources readiness during crises, educate them about roles, responsibilities and communication channels, and apply the concept of a flexible employee who can perform many tasks outside the scope of the job description.
- Create partnerships, areas of cooperation, and information exchange by activating agreements and memorandums of understanding with partners.

- Draw on previous experiences and events to develop and improve response actions.
- Promote ethical and societal responsibility during emergencies, crises and disasters through awareness and motivation.
- Conduct data analysis to address future risks such as financial crises, epidemics, and natural disasters.
- Apply the strategy of rationalizing spending and diversifying revenue sources.
- Adopting and consolidating the concept and importance of the emergency, crisis and disaster management system among the senior and executive leadership.
- Promote the concepts of mental and physical health and positive habits and incorporate them in the daily work environment.

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