

**Gambia Civil Aviation Authority**

**Enterprise Risk & Opportunity Management (EROM)**

## **Introduction**

The Gambia Civil Aviation Authority entered into an Agreement with FJP Consultants in May 2018 to set up an enterprise-wide risk and opportunity management (EROM) framework for Gambia Civil Aviation Authority (GCAA.) The Enterprise-wide Risk and Opportunity Management (EROM) system is envisaged to:

- efficiently mitigate the adverse impact of foreseeable risks;
- harnesses opportunities; and,
- deliver adequate preparedness for coping with unforeseeable risks.

Prior to the introduction of EROM, the GCAA was dependent on the internal audit processes for risk assurances. Consequently, there was an elevated exposure to adverse risks that may not be detected by internal audit and an increased possibility that opportunities not readily detected by internal audit may be lost. Thus, FJP was assigned to come up with a:

1. GCAA Risk & Opportunity Classification Framework
2. GCAA Risk and Opportunity Identification Framework
3. GCAA Risk and Opportunity Evaluation Framework
4. GCAA Risk and Opportunity Response & Mitigation Framework

### **Objectives of GCAA EROM Framework**

Approved as a Board resolution, the GCAA EROM Framework communicates the design of the EROM system for GCAA and incorporates GCAA comments arising from the review of the draft risk framework in 2018.

## **GCAA EROM Journey So Far**

Two foundational training sessions were conducted by FJP with the Board of Directors and Management in August and September 2018. Each participant undertook to support the design and implementation of the GCAA EROM system and the Chairman of the Board of Directors and the Director General issued Special Notices to that effect.

The objective of the special notices is to obtain GCAA's formal acceptance of the inherent risks of implementing an EROM system. These inherent risks require proactive management by GCAA.

### **Training Objective**

The objectives of the training were for participants to:

- i. Understand the essential principles and practices of selected skills in EROM.
  
- ii. Practice the application of these core skills through interactive case studies and group exercises.
  
- iii. Recognise GCAA-specific business situations that call for the application of these core skills.

## **From Town Hall Meetings to Pilot Phase of EROM**

Following the foundational training sessions for the Board of Directors and Management of GCAA, Town Hall meetings were held from November to December 2018 involving every section of GCAA. A total of 412 employees from the lowest rank upwards to Management participated benefitted from the training to ensure that the entire staff bought into the design and implementation of EROM.

The end of the Town Hall meetings marked the beginning of the Pilot phase which involved the Directorate of Internal Audit, Aviation Security (AVSEC) and Facilitation.

## **Pilot Phase**

A manual pilot implementation was introduced in order to test the design in practice before a live rollout. The pilot has been accompanied by a proposal for a temporary software solution to provide for data capture, analysis and reporting.

In summary, the design and implementation of the EROM system requires the delivery of the following capabilities:

1. A GCAA Risk & Opportunity Classification Framework

2. A GCAA Risk and Opportunity Identification Framework
  
3. A GCAA Risk and Opportunity Evaluation Framework
  
4. A GCAA Risk and Opportunity Response & Mitigation Framework

### **Individual Raw Data Collection Form (IRDCF)**

Having graduated from a review of Quality documents for the pilot departments/units, IRDCFs have been created to allow for individual risk contribution (at the moment this is strictly limited to the pilot departments/units only). All users of the corporate website are encouraged to contribute to the EROM system by filling out the [IRDCF](#) and submitting it electronically.

### **EROM UNIT**

A GCAA Enterprise Risk and Opportunity (EROM) Unit has been set up to drive the EROM

process. The unit comprises a Chief Risks and Opportunities Officer (CROO), a Manager of Risks and Opportunities (MOR), an Analyst of Risks and Opportunities and a Surveyor of Risks and Opportunities. Additionally, alternates have been identified for the aforesaid roles with the exception of the CROO.

## **EROM Updates**

Finally, going forward, it is envisaged that EROM updates will be given on the corporate website on a quarterly basis and on occasions, when the need arises.