



ORGANISATION DE L'AVIATION
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INTERNATIONAL CIVIL
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Internal Audit Report
on
The Middle East (MID) Regional Office

IA/2022/5

Office of Internal Oversight

CONTENTS

EXECUTIVE SUMMARY	3
Overall Conclusion.....	4
Acknowledgement.....	4
RESULTS OF THE AUDIT	5
Background	5
Audit Objectives and Scope.....	5
Audit Findings and Recommendations	6
I. Programme Management.....	6
II. Risk Management.....	8
III. Business Continuity and Physical Safety and Security Measures	9
IV. Human Resources	9
V. Information Technology.....	10
VI. Management of Office Vehicles	11
VII. Procurement.....	12
VIII. Asset Management.....	12
IX. Financial Matters.....	13
ANNEX 1: DEFINITION OF AUDIT TERMS.....	I
ANNEX 2: BUDGET AND EXPENDITURE FIGURES (IN CAN\$)	II
ANNEX 3: MANAGEMENT ACTION PLAN	III

EXECUTIVE SUMMARY

1. As part of its annual work plan for 2022 (C-WP/15270), the Office of Internal Oversight (OIO) carried out an audit of the Middle East Regional Office (MID). The audit was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing¹.
2. The objectives of the audit were to assess the design and effectiveness of key internal controls in the operational areas such as human resources, procurement, IT and mission travel; the adequacy of the regional office risk register in capturing the key risks facing the regional office and ICAO in the region; and the implementation of operating plans, linkage to the ICAO Business Plan, and overall programme management, monitoring, and reporting on regional office activities.

OIO noted some positive developments in the following areas:

3. The review of a sample of procurement cases showed compliance with rules and procedures and proper documentation was maintained. Also Petty Cash registers were diligently maintained. The infrastructure and facilities of the office were adequate and well maintained.
4. The user accounts of MID staff members were found to be managed effectively.
5. The draft Business Continuity Plan (BCP), updated in August 2022, is based on the outcome of the Business Impact Analysis (BIA), which is an improvement from previous attempts.
6. MID Office achieved a good gender balance. Currently there are 10 female staff members out of a staff strength of 22 (45.4%).

The observations were made in the following areas, where internal controls need to be improved:

7. The annual operating plans are static without scope for flexibility. Any unplanned activities, region specific priorities, and required changes to activities during the year cannot be reflected in the operating plans, as it is difficult to make changes and updates in the annual operating plan objectives after finalization. Therefore, MID prepares an annual work programme, which is more flexible and provides a timetable for the various activities to be undertaken. Although the activities in the Work Programme are based on the objectives and deliverables in the operating plan, there is no clearly traceable link from the Work Programme back to the operating plan and strategic objectives.
8. MID maintains a Regional Office (RO) risk register, which does not include all the key risks facing the RO and not updated regularly. It is imperative that the regional office identify all the risks including IT Risks and consolidate them in the RO Risk Register in an integrated manner. This will enable RO to effectively mitigate all associated risks that could adversely impact the implementation of its program objectives and operations.
9. Review of 60 official missions undertaken by technical officers in 2018 and 2019 indicated that in 28 cases (46%), the mission reports were not prepared / submitted. This weakens accountability, does not provide assurance for the best use of scarce financial resources, and hinders effective knowledge management and monitoring of follow up actions across the MID Regional Office. This trend continued in 2020 and 2021 as mission reports of virtual events and meetings were not prepared.
10. No log books in respect of the three office vehicles are maintained by MID Office. In absence of basic records, OIO was unable to provide any assurance on the appropriate usage of office vehicles. As the current situation increases potential risk for misuse and financial loss for ICAO, immediate action is required.

¹ IIA Standard 1321

11. The asset register of the MID office is maintained in an excel sheet without necessary IT control checks. This renders the Asset Register vulnerable to human errors and omissions resulting in inaccurate asset records. The asset register data had some gaps and discrepancies in terms of bar code numbers, irrelevant data, incorrect dates of purchases, etc. The MID Office should carry out a comprehensive physical inventory and enhance the current Asset Register with appropriate control measures and improve in the area of asset management.

Overall Conclusion

12. Based on the results of the audit, OIO has given an audit rating of "Major Improvement Needed". This report includes four high priority and one medium priority recommendations. The significant risks identified during the audit are associated with improvements in mission reporting, better asset management, improving the work environment to reduce staff turnover, maintaining log books of office vehicles and further enhancing IT controls. Other areas for improvement include: operating plans and its linkages with Enterprise Risk Management and Results Based Management. All the recommendations have been accepted by the Management. Management comments and proposed actions to implement the recommendations are detailed in the Management Action Plan at Annex 3.

Acknowledgement

13. OIO wishes to thank management and staff for their assistance and cooperation during the audit, particularly in the light of the difficult working conditions imposed by the ongoing pandemic.

RESULTS OF THE AUDIT

Background

14. The MID Office is accredited to 15 ICAO Member States. These States are considered very diverse in the level of their civil aviation system development and traffic density; the degree of harmonization and cooperation; and their institutional and regulatory arrangements.
15. MID Office's mission is to liaise closely with the States, appropriate organizations, and regional civil aviation bodies, to promote ICAO policies, decisions, standards and recommended practices, aviation safety plans and air navigation plans, and to provide assistance whenever possible.
16. There are 22 staff posts in the MID office. Apart from the 22 posts, there is one Seconded from Saudi Arabia and one supernumerary post, which was 50% financed from TCB budget for the first year, then fully financed by the MID Office budget using savings from vacant posts (RD, RO/ATM, RO/AVSEC, etc.). At the time of the audit, all posts were filled.
17. The total budget of the office for the 2020-2022 triennium is CAN \$9.40 million. The office is located in the building complex of the Ministry of Civil Aviation of the host country, which is provided at a nominal lease. The overall status of infrastructure and facilities for organizing meetings is assessed as satisfactory and maintained well.

Audit Objectives and Scope

18. The objectives of the audit were to assess:
 1. Design and effectiveness of key internal controls in the operational areas such as human resources, procurement, IT and mission travel;
 2. Adequacy of the regional office risk register in capturing the key risks facing the regional office and ICAO in the region; and
 3. Implementation of operating plans, their link to the ICAO Business Plan, and overall programme management, monitoring, and reporting on regional office activities.
19. The scope of the audit covered activities and transactions in the period from January 2019 to June 2022.
20. The audit activities included a review and assessment of existing operating procedures and the compliance thereof, interviews with staff, analysis of applicable data and a review of the available documents and other relevant records.

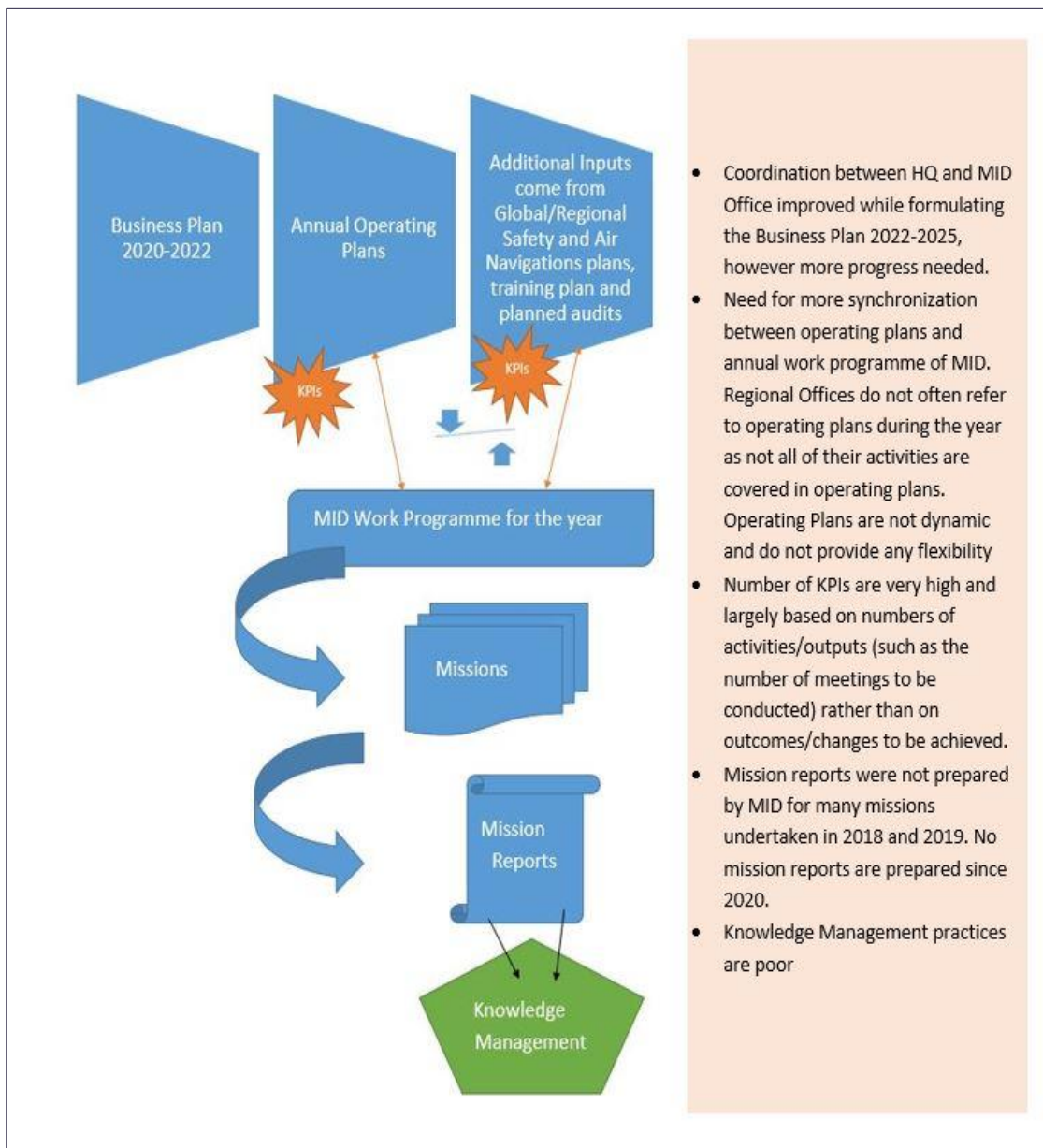
Audit Findings and Recommendations

I. Programme Management

Review of MID Operating Plans

21. OIO reviewed the operating plans of the MID Office for 2019, 2020 and 2021 in order to assess whether the activities undertaken are aligned with the priorities of the ICAO Business Plan, and to assess how performance is monitored and reported against the operating plan objectives. During the period under review, almost all missions in 2020 and 2021 requiring physical presence were either cancelled or postponed because of COVID-19 pandemic. Regional Aviation Safety Group (RASG) and Planning and Implementation Regional Group (PIRG) meetings were held virtually
22. The annual operating plans are static without scope for flexibility. Any unplanned activities, region specific priorities, and required changes to activities during the year cannot be reflected in the operating plans, as it is difficult to make changes and updates in the annual operating plan objectives after finalization. Therefore, MID prepares an annual work programme, which is more flexible and provides a timetable for the various activities to be undertaken. Although the activities in the Work Programme are based on the objectives and deliverables in the operating plan, there is no clearly traceable link from the Work Programme back to the operating plan and strategic objectives.
23. The review of the operating plans and related performance monitoring and reporting of MID highlighted that Key Performance Indicators (KPIs) in the MID operating plans are largely based on numbers of activities/outputs (such as the number of meetings to be conducted) rather than on outcomes/changes to be achieved. Some targets are dependent on delivery of actions by States and beyond ICAO's control. In addition to the KPIs included in the Operating Plans, MID have other KPIs and targets included in the MID Air Navigation Strategy, MID Regional Aviation Safety Plan/MID Safety Strategy, MID SEC/FAL Plan, etc.
24. There is a limited and fragmented effort to monitor the achievements against targets set in the operating plans of the period 2019-2021 by the Headquarters. Many indicators are not robust enough to enable monitoring and they lack proper baselines and targets.
25. The underlying recommendations to address the problem areas were already made by OIO as part of the Evaluation report on Results Based Management (EV/2019/2), which describes weaknesses in results based management at the organizational level.

26. The implementation of operating plans need several improvements as also highlighted by the following infographics:



Implementation of the Operating Plans in MID

Coordination between Headquarters and MID Office

27. There was little coordination between Headquarters and MID Office while making Business Plan for 2019-2022 and MID Office activities were included without enough opportunities for discussions between Headquarters and MID Office. This has been improved with better coordination between the Headquarters and MID Office while formulating the Business Plan for 2023-2025. The RO activities included in regional safety and navigation plans are reflected in the new Business Plan for the period 2023-2025.

28. Annual lists for safety and security audits are determined at the start of the year by respective Bureaus at Headquarters and there is adequate coordination between ANB/ATB before involving MID staff in audits.
29. For coordination with TCB, a new group called TC Business Development Working Group has been established by the Secretary General, which should better coordinate the activities in respect of regional and national projects.

Mission Reporting

30. Mission travel by the Regional Office was suspended since March 2020 because of Covid-19 pandemic. The selected sample to assess mission reporting therefore included missions conducted in 2018 and 2019, to assess linkages to planned objectives and outcomes, and whether mission reports included relevant and useful information on the results achieved.
31. Regional Offices Manual (ROM) provides that a mission report should be completed within one week of the end of the mission using the mission report template. Review of sixty official missions, indicated that mission reports were not prepared in 28 missions (46%) undertaken in 2018 and 2019. Also, no mission reports were prepared in respect of virtual meetings/seminars which were organized in 2020 and 2021. This situation continued in 2022 even after part resumption of regular office activities.
32. In absence of mission reports, there was no documented knowledge or description of what was achieved during the missions, and the follow up actions. This indicates towards poor knowledge management in MID Office.

Recommendation 1	Mission reporting
Priority	High
MID should ensure that mission reports are duly prepared and submitted by all staff in a timely manner, providing substantive information on actual outcomes and including recommendations and follow up actions needed to achieve the operating plan objectives and targets.	
Closing criteria:	
At least 5 Mission reports prepared by different officers to describe outcomes, follow up action items and include a reference to the related operating plan objectives and targets.	

II. Risk Management

33. It is of crucial importance for the Regional Office to actively identify, mitigate, and monitor risks to the implementation of its program objectives and operations. The MID office maintains a Regional Risk Register which does not include all the key risks facing the RO. It also maintains a separate IT risk register which is not included in the Regional Office Risk Register. Lastly, the RO risk register is not synchronized with the risks identified in the latest Business Continuity Plan (BCP) document.
34. Some risks identified in the Corporate Regional Offices risk register (dated March 2021) namely, "Insufficient resources to provide translation services" and "Dependency on ROs to collect outstanding financial contributions from States" are identified as applicable to MID office. Upon discussion, it was agreed that MID Office has sufficient resources for translation services and second risk does not apply to MID RO.
35. OIO has already raised the issue for SPCP to provide all Regional Offices with adequate training, advice and guidance on the development of Regional Office risk registers. The risk terminology needs to be consistent and clearly understood by all staff, and the risk register template itself

should be fit for purpose and not overly complex. A successful Enterprise Risk Management (ERM) requires a clear understanding, an active participation of all staff on an ongoing basis including regular updates of risk registers to reflect assessment of the organization's risks.

III. Business Continuity and Physical Safety and Security Measures

Business Continuity Plan

36. Fully effective business continuity planning is only possible after carrying out a formal business impact analysis (BIA) to identify critical business processes, and to establish the required recovery point objectives (RPOs) and recovery time objectives (RTOs) in respect of each critical function.
37. The latest draft version (August 2022) of the MID BCP is based on a formal BIA and prepared with the help of consulting company engaged by Headquarters for implementing the Information Security Roadmap.
38. There is an opportunity for MID Office to learn lessons from the impact of Covid-19 pandemic, including working from home arrangements, exploring ways to conduct business virtually, and ensuring the availability of efficient IT systems, etc. The results of this lessons-learned exercise should be used to update and improve the BCP, and to ensure its practical implementation.
39. A table top simulation exercise was carried out by MID Office in November 2021.

Physical Safety and Security

40. MID Office is located in Cairo, having moderate threat rating for crime and terrorism. The local UNDSS conducts and annual security risk assessment of the duty station. The MID Office attends the meetings of the local UNDSS.
41. MID staff members have completed the mandatory UN BSAFE security awareness training and have provided copies of their certificates of completion to the administration section. Travel Authorizations are given only after UNDSS clearance to the staff members traveling on missions.

IV. Human Resources

Staffing

42. As shown in Table 1, there are 22 posts in the regional office. At the time of the audit, there were no vacant posts.

	Director	Professional	General Service	Total
Male	1	6	5	12
Female		4	6	10
Total	1	10	11	22

TABLE – 1: Staff Statistics

43. MID office does not have regular funding for three positions: Air Transport Management Officer, Environment Officer and Technical Cooperation Officer. TC is handled by a supernumerary position partly funded by TCB, and ENV is supported by colleagues from EUR/NAT.

Gender Equality

44. As shown in Table 1, there is no undue imbalance in the number of female staff at all levels (P and GS) in the regional office. There are 10 female staff members against a staff strength of 22.

Staff Turnover

45. Since January 2018, six technical officers and two ICT assistants left the MID Office, leading to a high staff turnover of about 38% (8/21 being staff members who left/ average staff during the period). Three joined ICAO HQ or other regional office and the rest took up other employments. The root causes of this high staff turnover need to be analyzed for taking appropriate measures including, but not limited to, improving the work environment of the MID Office. High staff turnover increases operational risks, leads to low staff motivation due to work overload and loss of institutional memory as well as interruption of operations. This coupled with lack of formal handover process complicates the onboarding of newcomers who need more time to get to know the business and the organization.

Recommendation 2 High staff turnover

Priority High

MID Regional Director, in close cooperation with HR, should develop an HR action plan to identify and remediate key HR risks facing the Office to enable a harmonious working environment and increase its performance addressing the urgent needs of member States in the region.

Closing criteria:

Development of an HR action plan to address high turnover and to enable a harmonious work environment.

PACE reports

46. The completion rate of PACE (Performance and Competency Enhancement) reports was generally satisfactory with one exception in 2022 where PACE has not been initiated by one technical officer. In case of the Deputy Director, the PACE reports for 2020 and 2021 are pending finalization with OSG.

V. Information Technology

47. The user accounts of MID staff members were found to be managed effectively. OIO analyzed the Active Directory² and confirmed that user identities corresponded with the active staff members of MID and that there were no active accounts in respect of separated staff members. The password policy is enforced and all users require multifactor authentication to access systems. All staff members have been provided with laptops and VPN access enabling them to work from home during the ongoing COVID-19 pandemic.
48. No MID staff member was having local administrative rights on their office laptops. This covered the risk that staff may download programs on the network without proper permission.
49. There were several generic accounts established by MID, four were not in use. Inactive or "stale" accounts pose a security risk. Appropriate action should be taken to deactivate the unused generic accounts.
50. There are two servers in the office. However, one of the two servers is very old, not in any service maintenance contract or in use. This server should be written off by MID office.

² Active Directory is Microsoft's directory service product that contains information for managing users and resources in a computer network.

One ICAO project implementation

51. In October 2021, a new back-up process has been set up by Headquarters using cloud storage under the One ICAO project; which will also facilitate restoration of data from cloud storage. The entire data of MID held on servers (about 150GB) has already been synced in Azure cloud and further steps are underway to stabilize the cloud storage and backup process, thereby eliminating the need for taking physical backups in future.
52. In order to implement all stages of this backup process, one server for One ICAO project have been procured and under delivery. The server, when installed, will improve the backup and recovery process of the regional office. However, the server that was delivered by the agency was not compatible. MID RO took steps to get this server exchanged by the vendor but there are delays in the process.

Recommendation 3	IT controls
Priority	Medium
MID should:	
<ol style="list-style-type: none"> a) Install the new server in order to completely operationalise the new back up and restoration process (One ICAO project). b) Carry out a full system level restoration of the data once the new back-up arrangements are in place and confirm that the data can be restored from backup site in case of a disaster. c) Deactivate the generic accounts not in use. 	
Closing criteria:	
<ol style="list-style-type: none"> a) Installation of new server and completion of testing to confirm that data can be fully restored from back-up site. b) Deactivation of unused generic accounts. 	

VI. Management of Office Vehicles

53. There are three vehicles maintained by the MID Office. No log-books for the usage of any of the vehicles was maintained by the Office. The MID Office provided only a few unauthenticated log book entries in respect of two vehicles (four pages each corresponding to about 1000 Km mileage in 2020 for each of the two vehicles).
54. In absence of basic records, OIO was unable to provide any assurance on the appropriate usage of office vehicles. As the current situation increases potential risk for misuse and financial loss for ICAO, immediate action is required.

Recommendation 4	Log Books of Staff Vehicles
Priority	High
MID should immediately ensure that separate log books of all vehicles are maintained in a format prescribed by Headquarters. The log book entries should be counter verified on a regular basis by an appropriate official delegated to undertake such tasks by the Regional Director and ensure appropriate use of all office vehicles in compliance with rules and procedures.	
Closing criteria:	
Maintenance of log books of all office vehicles.	

VII. Procurement

55. In accordance with the ICAO Procurement Code, allotment holders have delegated authority to procure goods and services up to CAN \$10,000. A Direct Purchase Order (DPO) must be raised for all purchases above CAN \$1,000, and in the case of sole source, supported by a valid *Sole Source Justification*.
56. OIO reviewed a sample of ten local purchases (CAN\$ 185,025) out of 90 (CAN\$ 421,036) and found these were in order and complying with the Procurement Code. The reviewed sample did not identify any splitting of bills or identification of sole sources. Quotations were sought for all purchases tested and documentation in files was generally adequate.

VIII. Asset Management

57. According to Regional Offices' Manual (ROM) provisions, all purchases must be recorded in the inventory register. Each registration should record the type of equipment, date of purchase, cost in local currency and CAN dollar, location and serial number, if applicable. At the same time, a Tag Number, provided by Headquarters, should be affixed to the said furniture or equipment.
58. The MID asset inventory record was last shared with Headquarters in January 2022. No physical inventory of the assets had been carried out since 2019 as it was not possible to do so because of COVID-19 pandemic.
59. There are three vehicles in the inventory of MID Office. The latest inventory record however showed four. MID Office clarified and provided justification that one of the vehicles that was written off in early 2022 should have been removed from the asset register.
60. The asset register is maintained in an unsecure manner, using an excel sheet. The entries of an excel sheet record can be changed by anyone without leaving any traceable logs of actions. Therefore, before sharing with Headquarters on regular intervals, a final verified list of inventory should be maintained as a formal master copy, duly authenticated and counter signed by RD or the DD. A person other than the one responsible to maintain the asset register, should perform the physical verification of the inventory ensuring therefore proper segregation of duty.
61. The bar coding system is not used anymore in MID Office. It was stated that the bar coding system is not functioning properly after Windows upgrade in 2021.
62. Analysis of the asset register showed that:
 - a. Historical value of some furniture items was incorrect as 68 furniture items out of 522 items (13%) in the inventory were showing a value of CAD 10 or less;
 - b. 39 entries showed 1905 as the year of purchase;
 - c. PO Year was not recorded in all items;
 - d. Sequential numbering of bar codes was not maintained and there were discontinuities (after taking into account items that might have been written off in the past).
63. Petty cash register was maintained diligently and all cases of petty procurements can be easily linked back to vouchers placed chronologically.

Recommendation 5	Asset Management
Priority	High
MID should (i) review and update its asset registers after carrying out a physical verification, (ii) revive the bar coding system for efficient maintenance and checking of inventory.	
Closing criteria:	
Updated asset registers after reconciliation of discrepancies.	

IX. Financial Matters

64. The total regular budget of the office for the 2020-2022 triennium is CAD \$9.40 million. The position of expenditure under various heads and any savings is reflected in the Table in Annex 2.
65. Overall savings of 20.6%, 18.2% and 10.2% were observed in the years 2019, 2020 and 2021. Savings in 2020 and 2021 non-staff costs resulted from non-organizations of meetings because of COVID-19 pandemic. In 2019, non-staff costs major savings were in account head for consultancies and maintenance of premises.
66. Some funding was managed through voluntary contributions from Saudi Arabia and Qatar. These resource mobilization funds are earmarked funds allotted to specific projects like aviation safety management and environment.

ANNEX 1: 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 2: BUDGET AND EXPENDITURE FIGURES (IN CAN\$)

		2019			2020			2021			2022 (status as of July 2022)		
		2019 Allotment	2019 Expenditure + commitments	Savings %age	2020 Allotment	2020 Expenditure + commitments	Savings %age	2021 Allotment	2021 Expenditure + commitments	Savings %age	2022 Allotment (July status)	2022 Expenditure + commitments (July status)	Savings %age (as of July 2022)
STAFF Costs													
1	International Professional Posts	2,490,850	2,181,978	12.4%	2,651,663	1,944,768	26.7%	2,282,757	2,175,495	4.7%	2,651,431	1,469,305	44.6%
2	General Service Posts	455,381	230,803	49.3%	164,712	347,350	-110.9%	368,437	341,461	7.3%	378,099	200,310	47.0%
	Total Staff Costs	2,946,231	2,412,781	18.1%	2,816,375	2,292,117	18.6%	2,651,194	2,516,956	5.1%	3,029,530	1,669,615	44.9%
Non Staff Costs													
4	Operational Expenditure	196,012	157,737	19.5%	105,820	90,249	14.7%	160,070	118,732	25.8%	138,075	31,847	76.9%
5	Meetings	51,256	41,180	19.7%	16,980	16,190	4.7%	50,418	10,047	80.1%	46,620	2,424	94.8%
6	Travel	102,609	96,666	5.8%	6,853	6,396	6.7%	34,840	7,277	79.1%	56,391	35,234	37.5%
7	Hospitality & Retreats	12,031	1,834	84.8%	0	0		10,339	470	95.5%	10,622	2,049	80.7%
12	Discretionary Staff Related Costs	0	0		0	0		0	0		0	0	
13	Special Implementation Projects	0	0		0	0		0	0		0	0	
14	Consultancy	69,995	0	100.0%	0	0		0	0		3,363	0	100.0%
16	Training	0	0		0	0		0	0		0	0	
17	Rental & Maintenance of Premises	49,003	13,994	71.4%	33,811	29,226	13.6%	35,704	28,864	19.2%	34,495	14,866	56.9%
18	Printing and Distribution	0	0		0	0		0	0		0	0	
19	UN Related Costs	0	0		0	0		6,000	5,773	3.8%	0	0	
20	IT Hardware and Software	9,594	9,465	1.3%	9,000	8,802	2.2%	45,627	8,595	81.2%	13,795	0	100.0%
21	Audit and Various Studies	0	0		0	0		0	0		0	0	
22	Telecommunication	11,982	11,014	8.1%	25,255	22,744	9.9%	42,514	30,851	27.4%	13,454	8,642	35.8%
23	Outsourcing	9,586	0	100.0%	0	0		3,357	1,314	60.8%	3,449	0	100.0%
	Total Non Staff Costs	512,068	331,889	35.2%	197,719	173,607	12.2%	388,869	211,924	45.5%	320,264	95,061	70.3%
	GRAND TOTAL	3,458,300	2,744,671	20.6%	3,014,094	2,465,725	18.2%	3,040,063	2,728,880	10.2%	3,349,794	1,764,676	47.3%

ANNEX 3: MANAGEMENT ACTION PLAN

Ref.	Recommendation	Priority Rating	Accepted (Y/N)	Management Comments	Agreed Actions	Office/ Section Responsible	Target Date
1.	MID should ensure that mission reports are duly prepared and submitted by all staff in a timely manner, providing substantive information on actual outcomes and including recommendations and follow up actions needed to achieve the operating plan objectives and targets.	High	Yes	All Staff have now been made aware of the procedure of submitting mission reports and MTA will not be approved unless the previous reports have been submitted.	Once five mission reports are completed, they will be sent to OIO to document the implementation of this recommendation.	MID	31 March 2023
2.	MID Regional Director, in close cooperation with HR, should develop an HR action plan to identify and remediate key HR risks facing the Office to enable a harmonious working environment and increase its performance addressing the urgent needs of member States in the region.	High	Yes	Several external and internal factors played a major role in the high turnover of staff over the past few years.	In order to understand the root cause behind the high turnover in the MID Office, close coordination with HR will be initiated. As a tool to identify the main reasons for such a turnover, a Survey Monkey will be given to staff who have left the office during the last few years. Once the survey results are obtained, an HR action plan will be developed to better retain expertise in the future.	MID	30 September 2023

Ref.	Recommendation	Priority Rating	Accepted (Y/N)	Management Comments	Agreed Actions	Office/ Section Responsible	Target Date
3.	MID should: a) Install the new server in order to completely operationalise the new back up and restoration process (One ICAO project). b) Carry out a full system level restoration of the data once the new back-up arrangements are in place and confirm that the data can be restored from backup site in case of a disaster. c) Deactivate the generic accounts not in use.	Medium	Yes	All shipments have been received and MID Office and HQ are coordinating the installation and implementation schedule of the new server.	Installation will be completed as per agreed schedule with HQ.	ICT/MID	30 June 2023
4.	MID should immediately ensure that separate log books of all staff vehicles are maintained in a format prescribed by Headquarters. The log book entries should be counter verified on a regular basis by an appropriate official delegated to undertake such tasks by the Regional Director and ensure appropriate use of all office vehicles in compliance with rules and procedures.	High	Yes	A log book was kept before COVID-19, however, since we started working from home, the log book was not maintained. In November 2022, the log book was re-implemented.	Admin keeps close monitoring of the log books. Additionally, a GPS tracking device will be installed for additional monitoring.	Admin/MID	31 December 2022
5.	MID should (i) review and update its asset registers after carrying out a physical verification, (ii) revive the bar coding system for efficient maintenance and checking of inventory.	High	(i) Yes (ii) Yes	(i) The inventory was kept in good shape and updated yearly. However, the excel sheet was corrupted and all data got mixed up. (ii) The bar coding system was maintained by HQ and the MID Office wasn't able to use it anymore when we upgraded the windows version.	(i) A complete physical review of the inventory is being conducted by the Admin Team, reviewing the data of each item and updating it accordingly. (ii) The technical difficulties will be resolved in close coordination with ICT and PCL – HQ.	Admin/MID	30 June 2023