

SOUTH AFRICAN



CIVIL AVIATION
AUTHORITY

Keeping you safe in the sky



SACAA ANNUAL REPORT 2020/21

Presented by:
SACAA Board & Management

Date: 09 November 2021

PRESENTATION OUTLINE

1. Purpose
2. SACAA Mandate
3. Core Ideology
4. Organisational 5 year Strategic Outcomes
5. Organisational Structure
6. Organisational Highlights
7. Aviation Personnel Statistics
8. Aircraft Register
9. Financial Overview
10. Performance Overview
11. Auditor General Findings
12. ICAO Compliance
13. Safety Statistics
14. Interventions to reduce Accidents
15. Enforcement Actions
16. Human Resource Overview
17. Risk Overview
18. Covid-19 Update
19. Transformation Initiatives
20. Aviation Personnel Card Licence Launch
21. US-FAA Assessment
22. Organisational Challenges



PURPOSE

The purpose of this presentation is to present the SACAA
2020/21 Annual Report to the Portfolio Committee on
Transport



SACAA MANDATE



LEGISLATIVE MANDATE

MANDATE OF THE SACAA

(CONTEMPORARY TRANSLATION)



Regulating the civil aviation industry to ensure security and safety by complying with the International Civil Aviation Organization's Standards and Recommended Practices, taking into consideration the local context. ””

OBJECTS OF THE SACAA

Control and regulate civil aviation safety and security

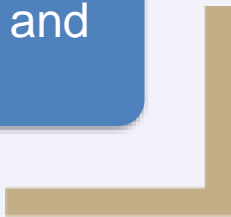
Oversee the implementation and compliance with the National Aviation Security Program

Oversee the functioning and development of the civil aviation industry

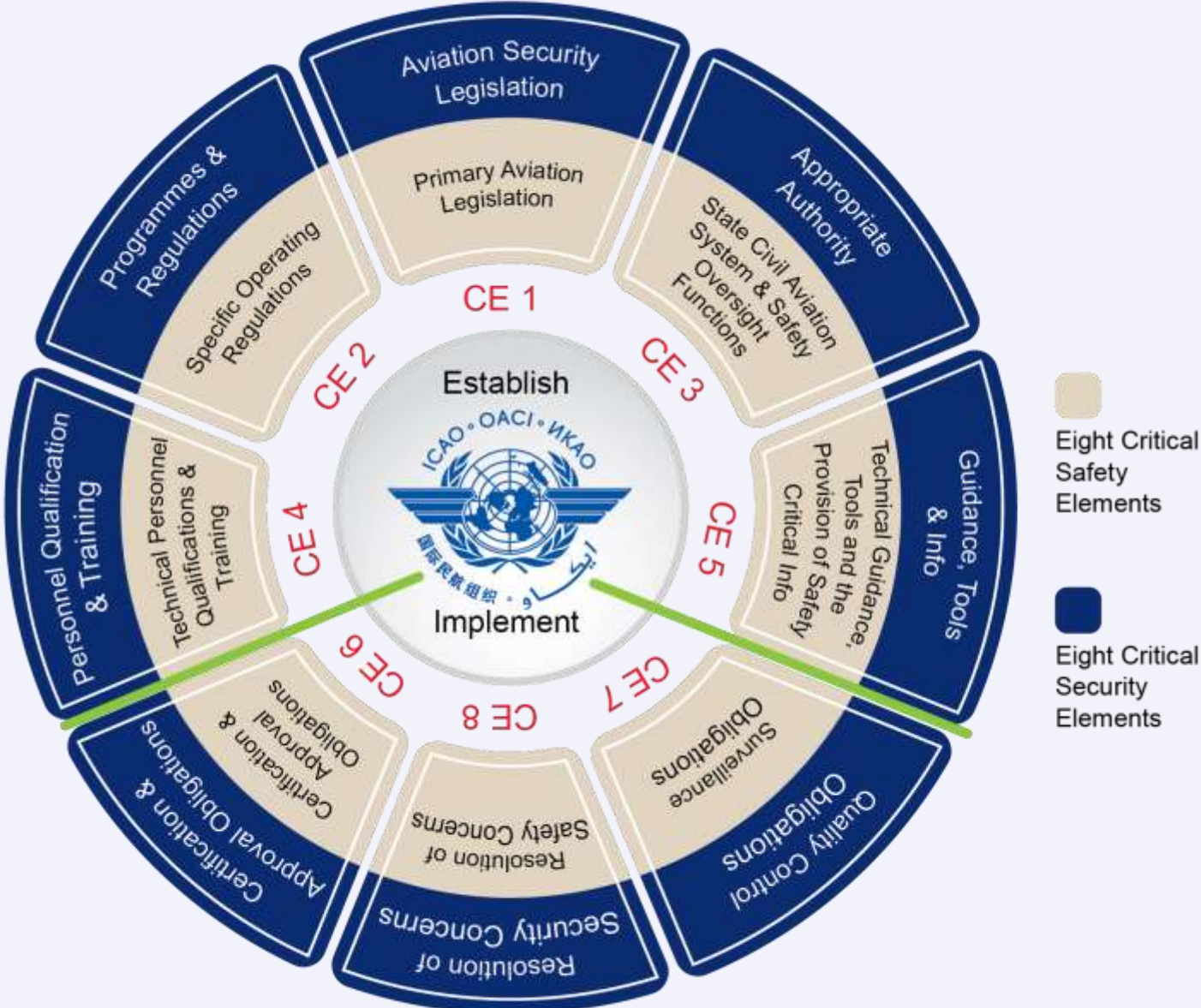
Promote civil aviation safety and security

Develop any regulations that are required in terms of this Act

Monitor and ensure compliance with this Act and the Convention



SACAA MANDATE – ICAO EIGHT CRITICAL ELEMENTS



SACAA CORE IDEOLOGY



SACAA'S CORE IDEOLOGY

VISION

To be a world-class civil aviation regulator



MISSION

To regulate civil aviation safety and security in support of the sustainable development of the aviation industry



BRAND PROMISE

Keeping you safe in the sky



SACAA VALUES

INTEGRITY

Maintain high ethical standards and approach issues professionally with integrity, without any bias and in a transparent manner that engenders trust amongst all our stakeholders.

SERVICE EXCELLENCE

Service delivery ahead of customer expectations, striving to always exceed customer expectations.

TEAMWORK

Working with others and taking joint accountability for the results.

COLLABORATION

Working together to achieve mutually beneficial goals.

SACAA 5 YEAR STRATEGIC OUTCOMES



SACAA STRATEGIC OUTCOMES

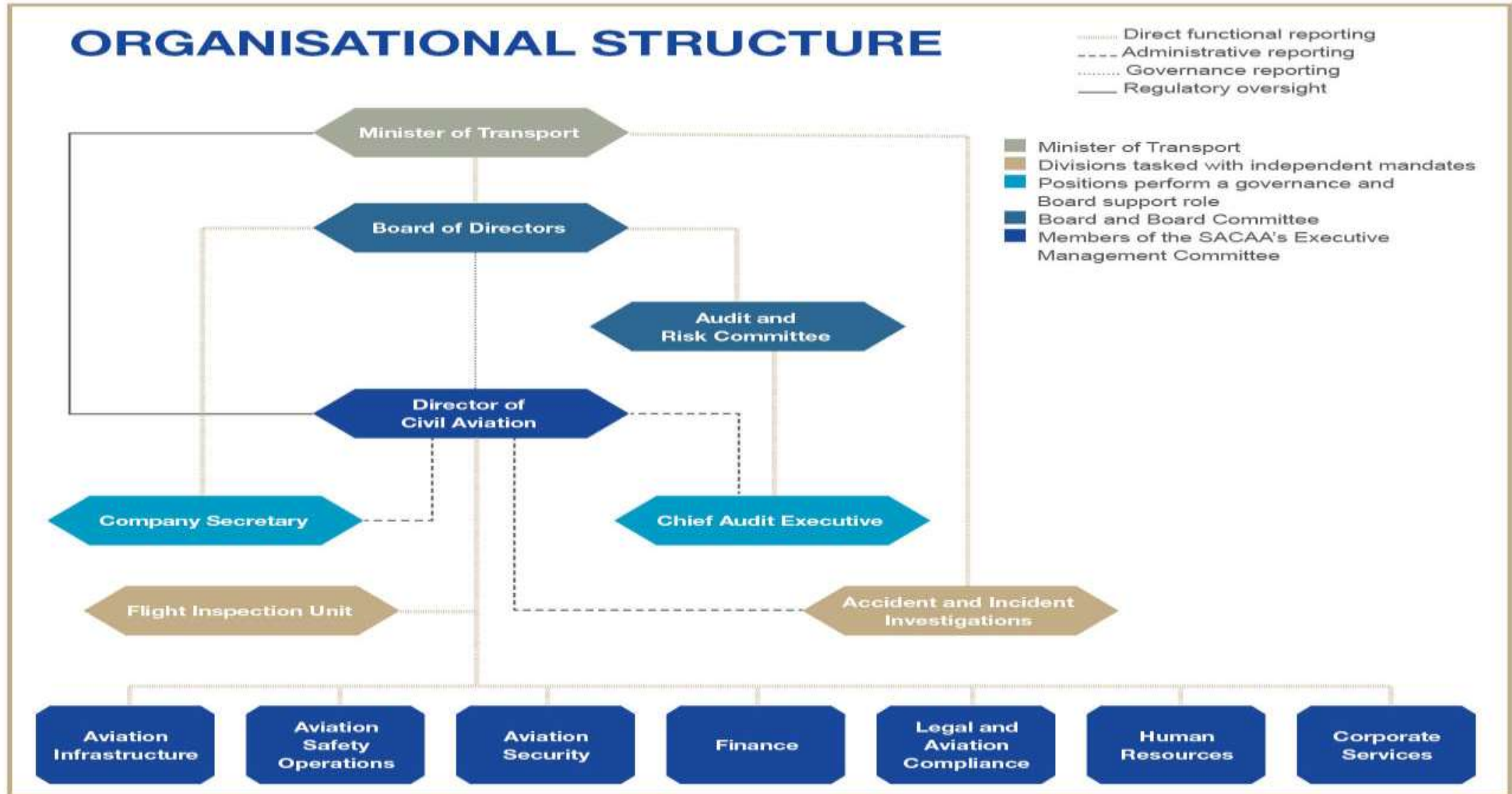
The SACAA adopted the following outcomes that inform the Strategic Thrust in the current five (5) year cycle and thus informed the 2020/21 outcomes:

1. Strengthened safety and security oversight system
2. Financial sustainability
3. Enhanced human capital management
4. Innovation and technology management
5. Improved stakeholder engagement and service excellence
6. Sustained good corporate governance

SACAA ORGANISATIONAL STRUCTURE



SACAA ORGANISATIONAL STRUCTURE



ORGANISATIONAL HIGHLIGHTS



ORGANISATIONAL HIGHLIGHTS

- The SACAA achieved another **Clean Audit from the Auditor General** with no material findings. This is the eighth clean audit in the past nine years.
- South Africa still boasts a **zero fatal accident rate** in the scheduled airline sector.
- On Covid 19 impact, the SACAA implemented **financial prudence** implementing cost containment measures, which enabled the organisation to continue operating for approximately ten (10) months without any financial assistance from the national fiscus.
- The SACAA is making strides in ensuring that the **organisation is transformed** – with a racial profile of 88% Black employees and a gender split that is 50/50 male and female.
- The SACAA still maintains its **level 2 B-BBEE** rating.
- **Engagements with stakeholders** continued throughout the reporting period, with SACAA conducting approximately 80 virtual conferences, workshops and meetings.

ORGANISATIONAL HIGHLIGHTS

- The SACAA started its **automation journey** three years ago with the implementation of the Enterprise Business System project. The first phases of the project were to digitise the internal interface of this project and at the end of the 2020/21 financial year the organisation started the external interface of the automation project. This project will soon migrate the SACAA operation to a paperless environment with clients transacting end-to-end mainly online with the SACAA.
- The SACAA is built on a **solid governance** foundation and have launched an Ethics project which is spearheaded by the Board and the Executive. Through this programme the organisation's management and staff have signed pledges and committed to a Code of Conduct that is aimed entrenching ethical conduct by all staff members.
- The SACAA works hand in hand with the **general aviation sector to reduce the number of accidents** especially those that lead to loss of life. During this period the number of accidents decreased by one from 98 to 97. Although the decrease is miniscule, it goes a long way in giving assurance that the actions taken by the Regulator and the industry are making a difference in dealing with the number of accidents.

AVIATION INDUSTRY PERSONNEL STATISTICS



AVIATION INDUSTRY PERSONNEL STATISTICS

SOUTH AFRICAN CIVIL AVIATION AUTHORITY – DEMOGRAPHICS BY TRADE

Licence Type	South African		Foreign Nationals			Total	Total
	African	Coloured	White	Indian	Total		
Student Pilots (Active Licences)	638	100	1690	113	2541	1274	
Private Pilots – Aeroplane	341	76	3676	99	4192	1739	
Private Pilots – Helicopter	17	3	765	12	797	132	
Commercial Pilots – Aeroplane	164	31	1657	64	1916	1651	
Commercial Pilots – Helicopter	28	7	608	6	649	138	
Airline Transport (Aeroplane)	64	34	2190	47	2335	177	
Airline Transport (Helicopter)	8	1	220	1	230	7	
Total Pilots	1260	252	10806	342	12660	5118	
	10%	2%	85%	3%	100%		
Aircraft Maintenance Engineers	491	59	1893	77	2520	147	
	19%	2%	75%	3%	100%		
Grand Total – Excl. Cabin Crew	1751	311	12699	419	15180	5265	

AIRCRAFT REGISTER STATISTICS



AIRCRAFT REGISTER

The statistics below show that in 2013 there was an almost even split between the number of Type Certified Aircraft and Non-Type Certified in the aircraft register. However there has been a consistent decline in the number of TCA aircraft in the register.



FINANCIAL OVERVIEW





SACAA REVENUE COLLECTION

- The total revenue of R460.9 million for the financial year under review decreased by 41.3% when compared to the R785.4 million in 2019/20.
- It is 5.5% higher than the budgeted revenue collection of R436.9 million for the financial year under review, due to slightly higher passenger numbers than expected during the last two months of the year under review, as well as increased fuel levy revenue due to increased activity in cargo and charter flights.
- Support from the DoT increased from last year, including the additional financial support of R155.5 million in response to the COVID-19 pandemic.
- During the previous financial year, the SACAA recorded insurance proceeds to the value of R43.9 million relating to a claim for the destruction of flight inspection aircraft and equipment in January 2020.

FINANCIAL PERFORMANCE – 31 MARCH 2021

	ACTUAL 2019/20		ACTUAL 2020/21	
Total Revenue:	764 438 957	#	460 750 270	-39,73%
User fees	89 161 270	#	70 632 128	-20,78%
FIU User Fees	13 772 379	#	19 807 953	43,82%
Safety Charges	555 178 876	#	124 749 719	-77,53%
Fuel Levy	21 491 236	#	37 551 736	74,73%
DOT - AIID	33 150 288	#	34 552 424	4,23%
DOT - Operations	-	#	155 479 000	100,00%
Other Income	51 684 909	#	17 977 310	-65,22%
Less: Staff Related Costs	(455 594 426)	#	(453 683 860)	-0,42%
Less: Non Staff Costs	(215 812 759)	#	(146 442 170)	-32,14%
Total Expenses	(671 407 185)	#	(600 126 030)	-10,62%
Surplus / (Deficit)	93 031 772		(139 375 761)	
Statistics				
Passenger numbers	22 277 178		4 755 994	-78,65%

FINANCIAL PERFORMANCE – 31 MARCH 2021

	ENE BUDGET 2020/21	ACTUAL 2020/21	
Total Revenue:	436 931 937	460 890 530	5,5%
User fees	64 158 719	70 632 128	10,1%
FIU User Fees	25 709 100	19 807 953	-23,0%
Safety Charges	115 412 000	124 749 719	8,1%
Fuel Levy	28 390 950	37 551 736	32,3%
DOT - AIID	34 552 424	34 552 424	0,0%
DOT - Operations	155 479 000	155 479 000	0,0%
Other Income	13 229 744	18 117 570	36,9%
Less: Staff Related Costs	(461 944 053)	(453 683 860)	-1,8%
Less: Non Staff Costs	(170 519 313)	(146 582 434)	-14,0%
Total Expenses	(632 463 366)	(600 266 294)	-5,1%
Surplus / (Deficit)	(195 531 429)	(139 375 765)	
Passenger numbers	4 400 000	4 755 994	8,1%
% var Pax #	-80,3%	-78,8%	

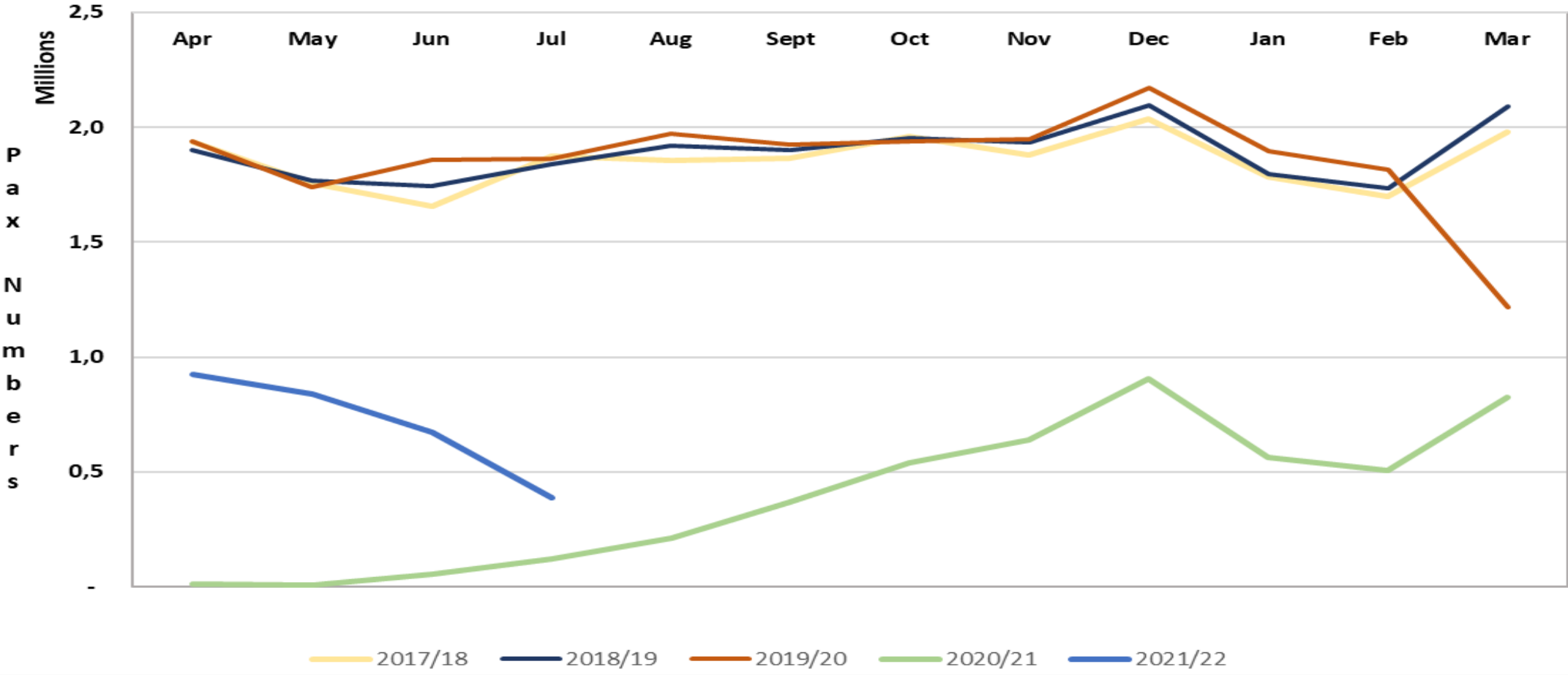
PASSENGER NUMBERS

Scheduled Passenger Numbers

	2017/18	2018/19	2019/20	2020/21	2021/22	Month to month increase/decrease 2020/21 to 2021/22	Month to month increase/decrease 2019/20 to 2021/22
Apr	1 938 442	1 902 690	1 938 540	12 567	926 361	7271%	-52,21%
May	1 756 866	1 766 837	1 740 168	6 639	836 408	12498%	-51,94%
Jun	1 653 681	1 744 895	1 858 691	54 481	670 010	1130%	-63,95%
Jul	1 872 582	1 840 902	1 860 686	123 167	387 157	214%	-79,19%
Aug	1 855 586	1 919 666	1 972 690	209 803	622 173	196,55%	-68,46%
Sept	1 866 517	1 898 663	1 924 409	369 050	892 802	141,92%	-53,61%
Oct	1 959 247	1 952 092	1 937 208	539 326			
Nov	1 881 582	1 932 500	1 945 855	638 259			
Dec	2 038 036	2 093 400	2 173 220	905 558			
Jan	1 784 064	1 796 596	1 893 700	561 364			
Feb	1 696 464	1 732 918	1 815 147	507 600			
Mar	1 976 749	2 088 377	1 216 864	824 379			
Total	22 279 816	22 669 536	22 277 178	4 752 193	4 334 911		
Average	1 856 651	1 889 128	1 856 432	396 016	722 485		
% growth	4,63%	1,75%	-1,73%	-78,67%	458,83%	458,83%	-61,62%

PASSENGER NUMBERS

Scheduled Passenger Numbers (PSC)
for period 1 April 2017 to 31 July 2021



FINANCIAL POSITION

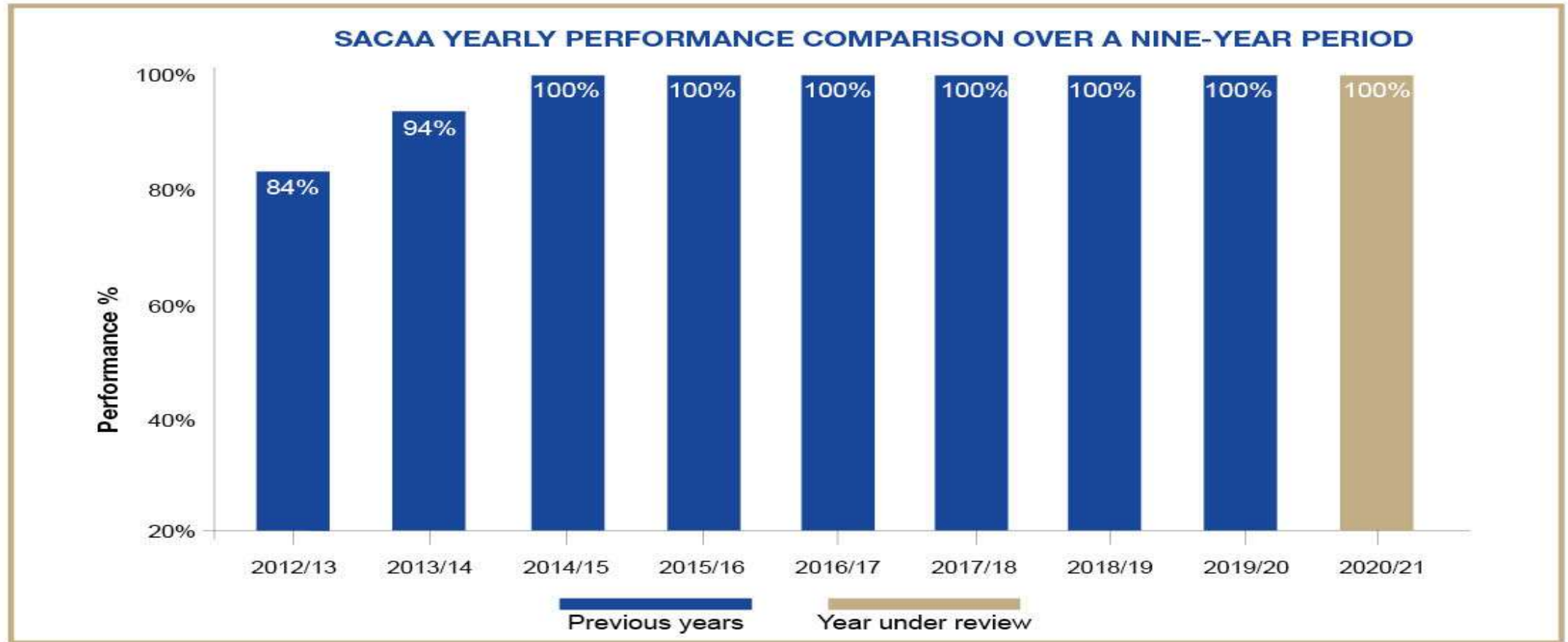
	Actual Mar-20 R'000	Actual Mar-21 R'000	FCST Mar-22 R'000	MTEF Mar-23 R'000	MTEF Mar-24 R'000	MTEF Mar-25 R'000
ASSETS						
Non - Current Assets	94 153	87 857	108 901	161 661	153 505	142 049
Property Plant and equipment	22 234	20 511	18 488	66 098	59 208	50 018
Intangible assets	71 919	67 346	90 413	95 563	94 297	92 031
Current Assets	392 609	252 879	248 171	202 895	223 954	249 079
Trade and other receivables	93 568	53 252	33 374	46 388	59 412	70 886
Inventory	1 064	930	200	200	200	200
Bank balances and cash	297 977	198 697	214 598	156 308	164 342	177 992
TOTAL ASSETS	486 762	340 736	357 072	364 557	377 459	391 127
NET ASSETS & LIABILITIES						
Capital and reserves	427 459	288 083	288 083	288 083	288 083	288 083
Non distributable reserves	-	-	-	-	-	-
Accumulated funds	427 459	288 083	288 083	288 083	288 083	288 083
Current Liabilities	59 303	52 653	68 989	76 474	89 376	103 044
Trade and other payables	58 724	52 539	64 220	76 360	89 262	102 930
Provisions	-	-	4 655	-	-	-
Operating Lease Liability	579	114	114	114	114	114
TOTAL NET ASSETS & LIABILITIES	486 762	340 736	357 072	364 557	377 459	391 127

ORGANISATIONAL PERFORMANCE OVERVIEW



SACAA PERFORMANCE INFORMATION

The SACAA maintained the 100% achievement against the approved Annual Performance Plan targets. This is the seventh such achievement in the past nine years.



AUDITOR GENERAL FINDINGS



AUDITOR GENERAL FINDINGS 2020/21 FY

AUDIT FINDING	AUDIT RECOMMENDATION	MANAGEMENT ACTIONS AND PLANS	RESPONSIBLE PERSON	STATUS
<p>During the audit of supply chain management, inconsistencies in the maintenance of the quotations and active contracts registers were identified:</p> <p>1.1 Inconsistent maintenance of quotations (RFQ) register</p> <p>In comparing the quotation register for the 2019-20 financial year with that provided for audit in the 2020-21 financial year we noted the following inconsistencies:</p> <p>a) The quotations register for 2020/21 does not include a description of the goods/services that were procured.</p> <p>b) Furthermore, there is no distinction made on the register as to whether the goods/services were procured through a quotation process followed in the 2020/21 financial year or whether these relate to contractual payments.</p> <p>1.2 Inconsistencies in the active contracts register:</p> <p>The dates recorded for the renewal of the lease agreements for Redefine Properties and Growthpoint was inconsistent.</p>	<ul style="list-style-type: none"> - Management should implement controls to ensure that there is consistency in the maintenance of supply chain management registers annually. - Management should include the correct dates in the active contract registers. - Management should include a description of goods and services procured in the quotations register. There should be a clear distinction made between procurement that followed a quotations process in the current financial year or relate to contractual payments for procurement processes followed in prior years. 	<p>1.1 The information with regards to the RFQ register is available on the system. At the time of extracting the information from the system certain fields and information was not included.</p> <p>Going forward: Management will ensure that going forward all the relevant information will be printed when producing the contracts register for the AGSA or any other interested party.</p> <p>The AGSA Recommendation has been implemented.</p> <p>1.2 Inconsistency in Active Contract Register. This has been corrected.</p> <p>Going forward: When contracts are extended the extension period will be recorded in the contract register and this will be applied consistently.</p> <p>The AGSA Recommendation has been implemented.</p>	<p>E: Finance / SM:SCM</p>	<p>Resolved</p>

ICAO COMPLIANCE – SAFETY & SECURITY



ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME (USOAP CMA) UPDATE

- South Africa was audited by ICAO in May 2017 and December 2017 on the effective implementation of the critical elements on safety according to the USOAP CMA.
- The audit report was issued in January 2018 and South Africa achieved a rating of 87,41% against world average of 65% at the time.
- At the end of 2019/20 the SACAA closed 91,35% findings of the SACAA specific findings and more than 80% of the findings for the country were closed.
- On the 6th October 2020, South Africa received notice for a limited scope off-site validation mission of the eligible CAP. (PEL, AIR and OPS).



ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME (USOAP CMA) UPDATE cont...

- ICAO report received on 13 October indicated that 12 eligible CAPs were considered and 11 were found satisfactory. This culminated in total SA findings reducing from 109 to 98.
- Of the 98 findings that were raised by ICAO, SACAA has closed 87 and the remaining 11 will be addressed through the amendment of the Civil Aviation Act which is before Parliament, the resolution of SAR related matters and the completion of the transfer of certain services to ATNS.
- The off-site validation resulted in the South African EI improving from 87,41% to 88,68%.
- South Africa is position 38 in the Global EI rankings and retained position 3 in Africa.



UNIVERSAL SECURITY AUDIT PROGRAMME (USAP) UPDATE

- RSA achieved an average of 81.30% effective implementation in 2011.
- Self assessment conducted indicated that SA was at 79.24% in March 2018.
- A Peer Assessment by ICAO certified Auditors took place in the last week of February 2019, the outcome shows that SA should perform above 85%.
- All the findings identified during the 2019 Peer Assessment audit have been addressed.
- The SACAA developed and implemented 82% of the USAP preparedness plan in the previous financial year and is closing all the actions in this plan in the current financial year.
- South Africa is likely going to be audited in the 2022 ICAO schedule.
- Key focus of the USAP-CMA will be on Effective Implementation of aviation Standards & Recommended Practices (SARPs).

AVIATION SAFETY STATISTICS



ACCIDENT AND INCIDENT STATISTICS

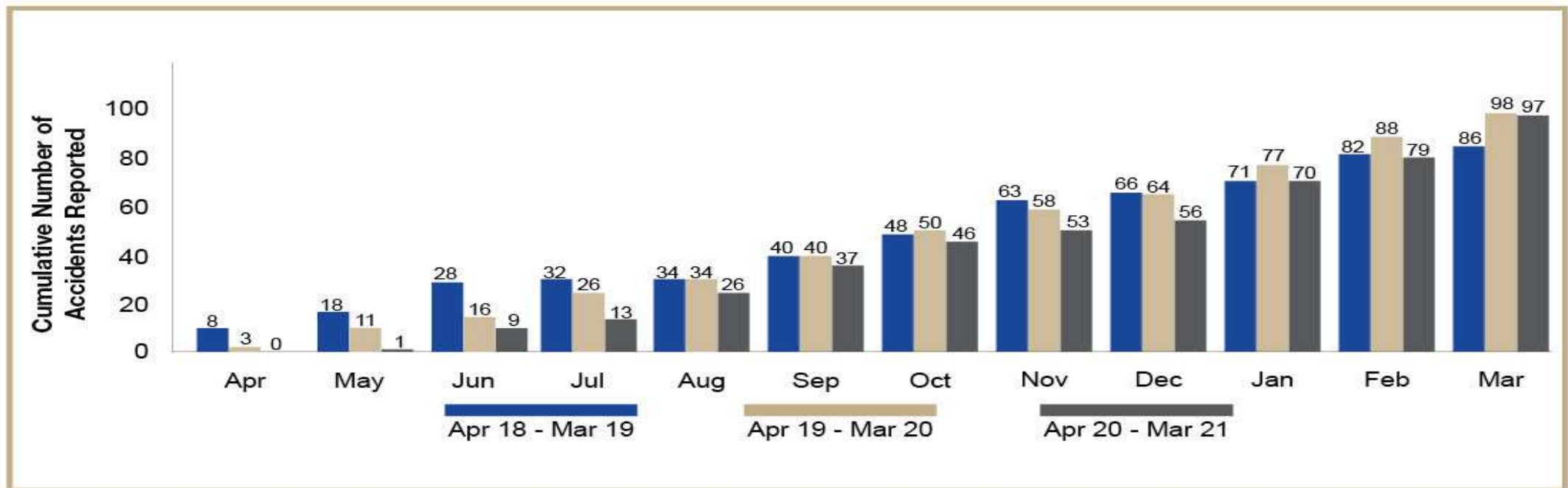
The Accident and Incident Investigation Division is responsible for:

- Investigating aircraft accidents and serious incidents;
- Identifying weaknesses in the activities of the civil aviation industry;
- Making safety recommendations to be implemented by the Regulator as well as the industry; and
- Ensuring that there is no recurrence of similar accidents in the future.

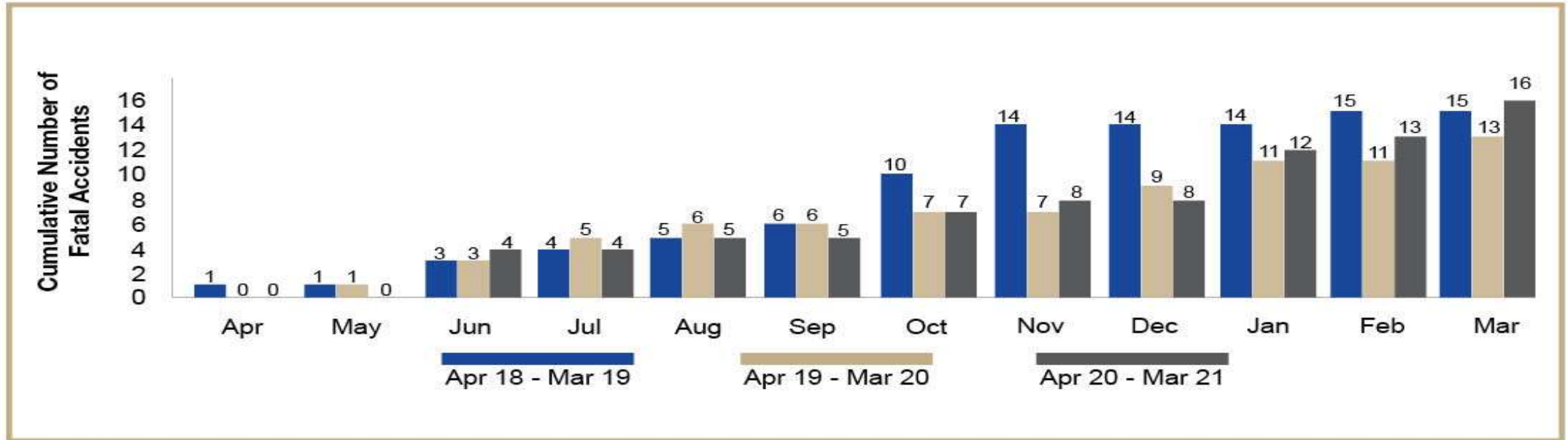
The next slides provides a comparative analyses of the aircraft accidents and incidents between 2018/19 and 2020/21.

CUMULATIVE NUMBER OF ACCIDENTS REPORTED: 3 - YEAR COMPARISON

A total of 97 accidents were reported from 1 April 2020 to 31 March 2021, which is a 1% decrease in the number of accidents recorded in the current financial year as compared to 2019/20. The graph below gives a comparison of reported accidents between 2018/19, 2019/20 and 2020/21 respectively.



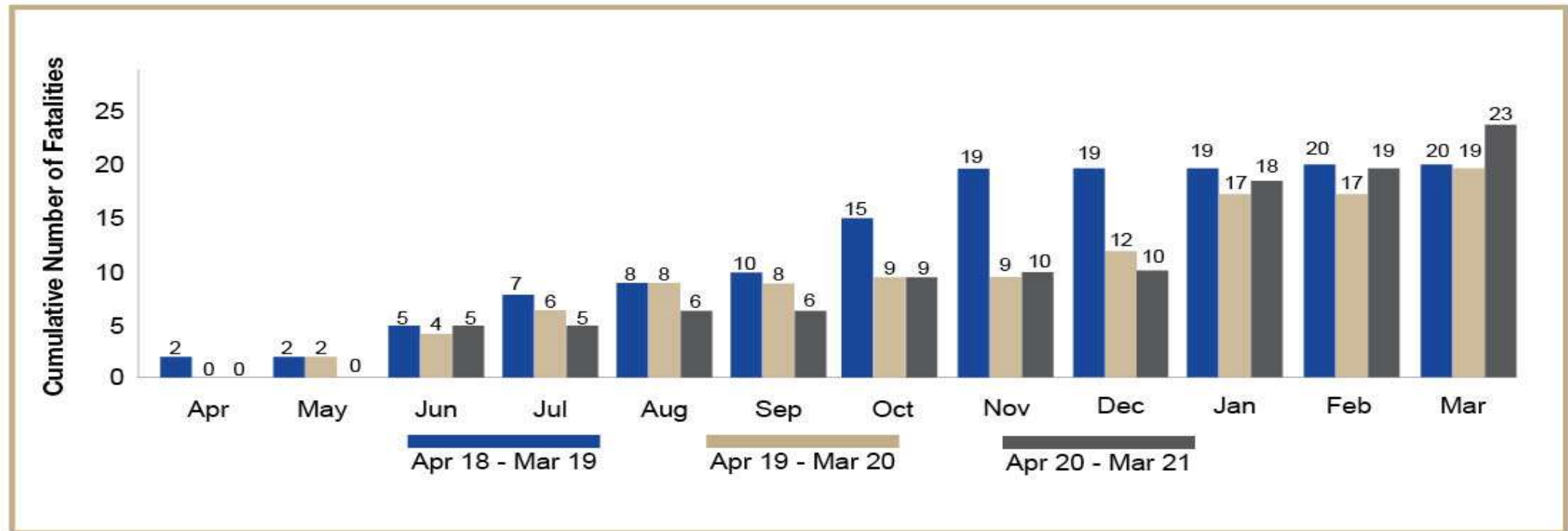
CUMULATIVE NUMBER OF FATAL ACCIDENTS: 3- YEAR COMPARISON



The graph above depicts a three-year cumulative comparison of fatal accidents. The number of fatal accidents recorded in 2020/21 increased by 23% when compared to the same period for 2019/20. In June 2020, following the easing of the hard lockdown, a spike in the number of fatal accidents was observed and this was the case again in January 2021, in which both months recorded four (4) fatal accidents, respectively.

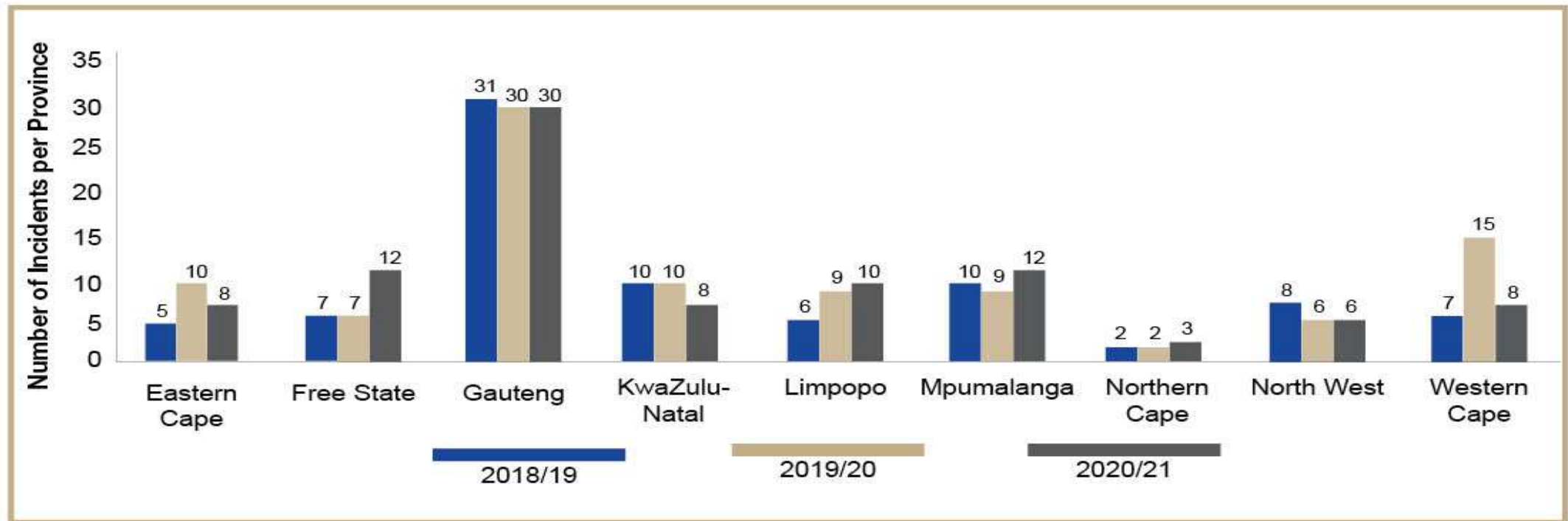
CUMULATIVE NUMBER OF FATALITIES: 3-YEAR COMPARISON

The number of fatalities resulting from fatal accidents in the current period of 2020/21 has increased by 21% compared to the same period in 2019/20.

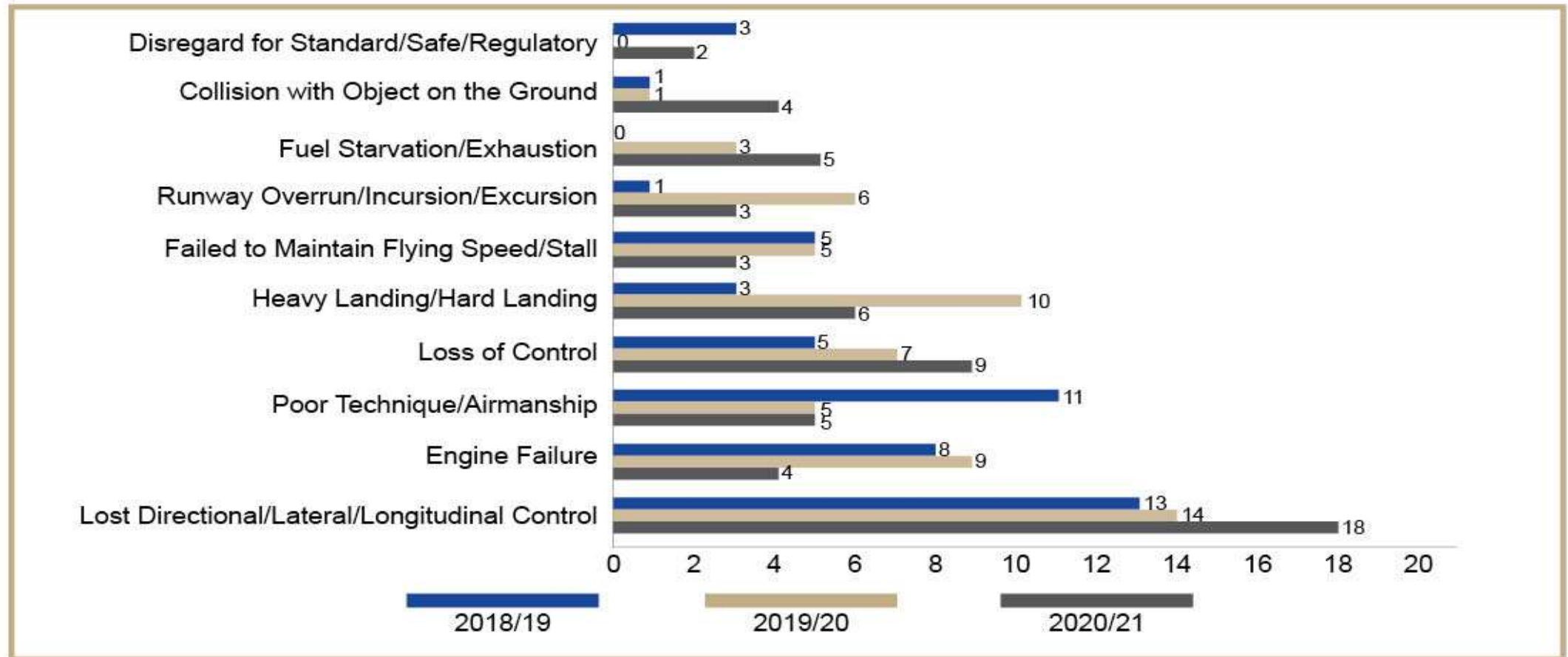


PROVINCIAL DISTRIBUTION OF ACCIDENTS BETWEEN 2018/19 AND 2020/21 PER FINANCIAL YEAR

The graph below shows that most of the accidents took place in Gauteng, however the data shows an increasing trend in the number of recorded accidents in Limpopo, Mpumalanga, and the Free State.



TOP TEN CAUSAL FACTORS ATTRIBUTED TO ACCIDENTS BETWEEN 2018/19 AND 2020/21 FINANCIAL YEARS



INTERVENTIONS TO REDUCE ACCIDENTS



INTERVENTIONS TOWARDS THE REDUCTION AND PREVENTION OF AIRCRAFT ACCIDENTS

- The SACAA has developed a General Aviation Safety Strategy in collaboration with the Industry and is currently being implemented.
- The target as directed by the Minister is to reduce accident rate by 50% from the 2019/20 baseline.
- The SACAA is reviewing the causal factors from the accident reports to implement targeted strategies to minimize accidents.
- The Civil Aviation Safety Plan (CASP) was also developed to improve aviation safety across the industry in compliance with the Global Aviation Safety Plan (GASP) and Abuja Safety targets and to manage high risk category occurrences. This plan is also at an implementation phase.

ENFORCEMENT STATISTICS



ENFORCEMENT ACTIONS TAKEN FOR THE PERIOD 2020/21

BREAKDOWN OF SANCTIONS TAKEN AGAINST AVIATORS - CONTINUED

Verbal Counselling Letters		
Licence Category	Number of Counselling Letters in 2019/20	Number of Counselling Letters in 2020/21
Commercial Pilot's Licence Holders	1	4
Private Pilot's Licence Holders	4	1
RPAS/Drone Operators	14	10
TOTAL	19	15

Disqualifications		
Licence Category	Number of Disqualifications in 2019/20	Number of Disqualification in 2020/21
Private Pilot's Licence Holders	0	2
TOTAL	0	2

Remedial Training		
Licence Category	Number of Remedial Training in 2019/20	Number of Remedial Training in 2020/21
Private Pilot's Licence Holders	0	1
TOTAL	0	1

Downgrades		
Licence Category	Number of Downgrades in 2019/20	Number of Downgrades in 2020/21
Licensed Aerodromes	1	1
Approved Persons	0	1
Commercial Pilot's Licence Holders	0	1
TOTAL	1	3

Summary: Breakdown of Sanctions issued in the 2020/21 Financial Year (only)		
Penalties		18
Suspensions Issued		7
Warning Letters Issued		39
Verbal Counselling Letters Issued		15
Disqualification		2
Remedial Training		1
Downgrades		3
TOTAL		85

BREAKDOWN OF SANCTIONS TAKEN AGAINST AVIATORS

Penalties		
Licence Category	Number of Offenders 2019/20	Number of Offenders 2020/21
National Pilot's Licence Holders	0	2
Air Operating Certificate Holders	4	1
Aircraft Maintenance Organisations	1	2
Airline Transport Pilot's Licence Holders	6	2
AvSec Screening Organisations	7	1
Cargo Handling Companies	2	1
Commercial Pilot's Licence Holders	9	3
Private Pilot's Licence Holders	10	5
RPAS/Drone Operators	3	1
TOTAL	42	18

Suspensions		
Licence Category	Number of Suspensions 2019/20	Number of Suspensions 2020/21
Airline Transport Pilot's Licence Holders	1	1
Approved Persons	0	1
Aircraft Maintenance Organisations	0	1
Licensed Aerodromes	11	2
Private Pilot's Licence Holders	1	2
TOTAL	13	7

Warnings		
Licence Category	Number of Warnings 2019/20	Number of Warnings 2020/21
Air Operator Certificate Holders	3	4
Airline Transport Pilot's Licence Holders	0	1
Approved Persons	0	1
Commercial Pilot's Licence Holders	4	4
Foreign Operator Permit Holders	0	8
Private Pilot's Licence Holders	2	5
RPAS/Drone Operators	3	14
Cargo Operators	0	1
AvSec Regulated Agents	0	1
TOTAL	12	39

HUMAN RESOURCE OVERVIEW



HUMAN RESOURCE OVERVIEW

The Human Resource activities are meant to manage talent within the organisation and ensure that the organisation is able to achieve the mandate as set out in the Civil Aviation Act, 2009.

HUMAN RESOURCES EMPLOYEE NUMBERS

Permanent and Fixed Term Filling Permanent Positions *(Cost containment – Covid impact)*

	Approved staff numbers	Total number of employees	Current number of Permanent Staff	Fixed term employees filling permanent positions	Fixed term employees not filling permanent positions	Vacancies
TOTAL	589	520	506	5	9	78

EQUITY TARGETS AND EMPLOYMENT STATUS

EMPLOYMENT EQUITY STATUS – MALE

AFRICAN

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	3	4	32	35	142	145	9	9	0	0	196	193

COLOURED

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	0	0	4	4	11	11	0	0	0	0	15	15

INDIAN

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	1	1	3	3	22	22	0	0	0	0	26	25

WHITE

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	1	1	10	11	21	25	0	0	0	0	32	37

Note: The table includes fixed-term contract employees; but excludes interns and bursars.

EMPLOYMENT EQUITY STATUS – FEMALE

AFRICAN

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
1	1	2	3	26	26	136	130	36	37	3	3	204	200

COLOURED

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	0	0	3	3	11	14	1	2	0	0	15	19

INDIAN

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	1	1	1	1	11	11	2	1	0	0	15	14

WHITE

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
0	0	0	0	4	4	21	21	2	2	0	1	27	28

Note: The table includes fixed-term contract employees; but excludes interns and bursars.

EQUITY TARGETS AND EMPLOYMENT STATUS *(WIP)*

EMPLOYMENT EQUITY STATUS – DISABLED STAFF

♂ MALE

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current
0	0	0	0	1	0	3	2	0	0	0	0	4	2

♀ FEMALE

Top Management		Senior Management		Professional Qualified		Skilled		Semi-skilled		Unskilled		Total	
Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target	Current
0	0	1	0	1	0	1	2	3	1	0	0	6	3

Note: The tables exclude fixed-term contractors, interns, and bursars.

RISK OVERVIEW



RISK MANAGEMENT

SACAA STRATEGIC RISK MATRIX – 2020/21

No.	Reg No	2020/21 Top 10 Risk Issues	Inherent Risk Level	Residual Risk Level
1	CAA10	Long-term financial sustainability is constantly threatened	Extreme	Medium
2	CAA2	Unavailability and vulnerability of ICT services impacting on the mandate	Extreme	Medium
3	CAA8	Lack of critical and scarce skills to deliver on SACAA mandate	Extreme	Medium
4	CAA7	Poor stakeholder relations impacting negatively on aviation safety and security oversight	Extreme	Medium
5	CAA4	Regulatory risks (non-compliance, regulatory changes)	Extreme	Medium
6	CAA6	Poor corporate governance	Extreme	Medium
7	CAA9	Fraud and corruption negatively impacting on the mandate and sustainability of SACAA	Extreme	Medium
8	CAA1	Ineffective aviation safety and security oversight	Extreme	Medium
9	CAA5	Non-compliance with ICAO SARPS and relevant national legislation and regulations	Extreme	Low
10	CAA3	Data interception resulting in data integrity being compromised	Extreme	Low

Legend:  Low  Medium  High  Extreme

COVID-19 UPDATE



COVID-19 UPDATE

- The SACAA was classified as essential services and therefore was operational since the national lockdown was announced.
- The organisation was at the forefront of ensuring that the restart and recovery of the civil aviation industry was realised, as follows:
 - The SACAA led the consultation process on government protocols, directions and regulations by activating its industry stakeholder forums such as the Captains of Industry and Industry Liaison forum;
 - The development of guidelines issued by the Minister of Transport for all sectors of the civil aviation value chain e.g. airlines, airports, air ambulances, general aviation, aviation training organisations, etc.
 - Training school exam stations opened on 01 June 2020.
 - The aviation personnel examinations at the Head Office reopened on 08 June 2020;
 - Outstations exams re-opened in August 2020.
- Licence applications were migrated online and no physical applications were received at the SACAA sites.
- Only licence collections were permitted through a booking tool or through courier services.

COVID-19 UPDATE

- As a result of the lockdowns, the SACAA issued several exemptions allowing licence and approval holders to exercise specific privileges of their approvals for a period of 3 months and following a risk assessment;
- The exemptions were also meant to allow the SACAA to deal with the backlog that built up during the lockdown;
- The SACAA led by the Minister of Transport conducted physical compliance visits to different operators to ensure that Covid-19 protocols were implemented sufficiently.
- The SACAA trained the operators on the new protocols and approved Standard Operating Procedures geared specifically for curbing the spread of the virus.
- This training was also extended to some SADC countries who needed assistance.
- As a result of these measures domestic airlines restarted their operations in June 2020 and Regional and International airlines started operating in October 2020.

COVID-19 UPDATE

The airline restart, commenced with domestic airlines from June 2020 and Regional and International airlines started in October 2021.

Domestic and International Airlines

Air Botswana	LAM-Mozambique Airlines
Air France	Lufthansa German Airlines
Air Seychelles	Malawian Airlines
Airlink Proprietary Limited	Proflight Zambia
Angola Airlines	Qantas Airways Ltd
BA/Comair	Qatar Airways
British Airways Plc	Royal Zambian Airlines
Cemair (Pty) Ltd	Rwandair Express
Delta Airlines	South African Airways (SAA)
Egypt Air	Singapore Airlines
Emirates	Swiss International
Ethiopian Airlines	Turkish Airlines
Fastjet	Uganda Airlines
Fly Safair	United Airlines
LIFT (Global Aviation Operations)	Virgin Atlantic Airways Ltd
Kenya Airways	Westair Aviation
KLM Royal Dutch Airlines	

COVID-19 UPDATE

The SACAA employees are started using a hybrid model immediately when the national lockdown was announced and implemented all Department of Employment and Labour directions. Since the outbreak of Covid-19 the SACAA lost 3 employees due to the virus.

Division	Reported Cases	Recoveries	Active cases	% of Recoveries	Fatalities
Aviation Infrastructure	10	10	0	100%	0
Aviation Safety Operations	47	45	0	96%	2
AIID	4	4	0	100%	0
Aviation Security	11	10	1	91%	0
Corporate Services	9	9	0	100%	0
FIU	3	3	0	100%	0
Finance	14	13	0	93%	1
Human Resources	5	5	0	100%	0
Internal Audit	3	3	0	100%	0
Legal and Aviation Compliance	5	4	1	80%	0
Company Secretaries Office	0	0	0	0	0
Office of the DCA	0	0	0	0	0
Rand Office	2	2	0	100%	0
SRO (Cape Town)	2	2	0	100%	0
Total	115	110	2	96%	3

TRANSFORMATION INITIATIVES

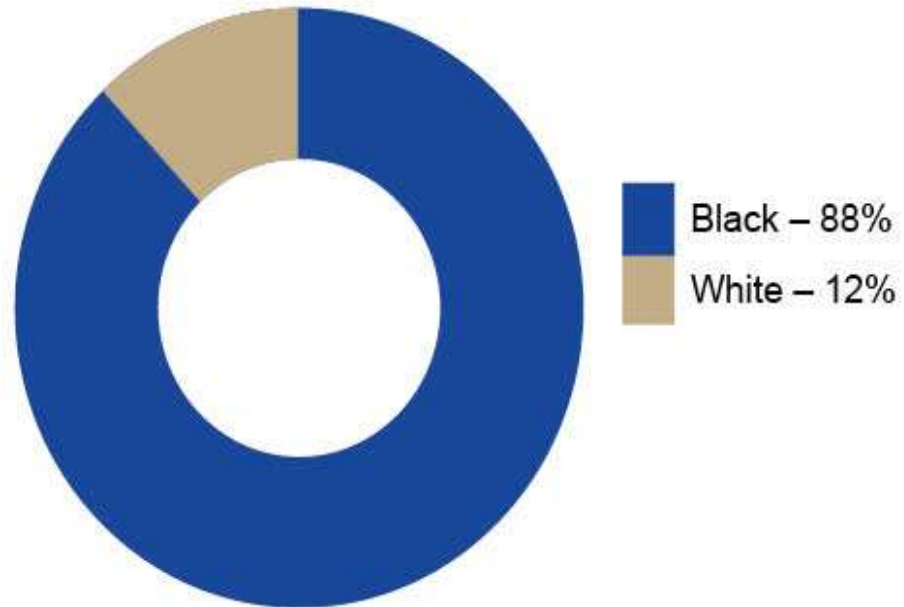


INTERNAL TRANSFORMATION

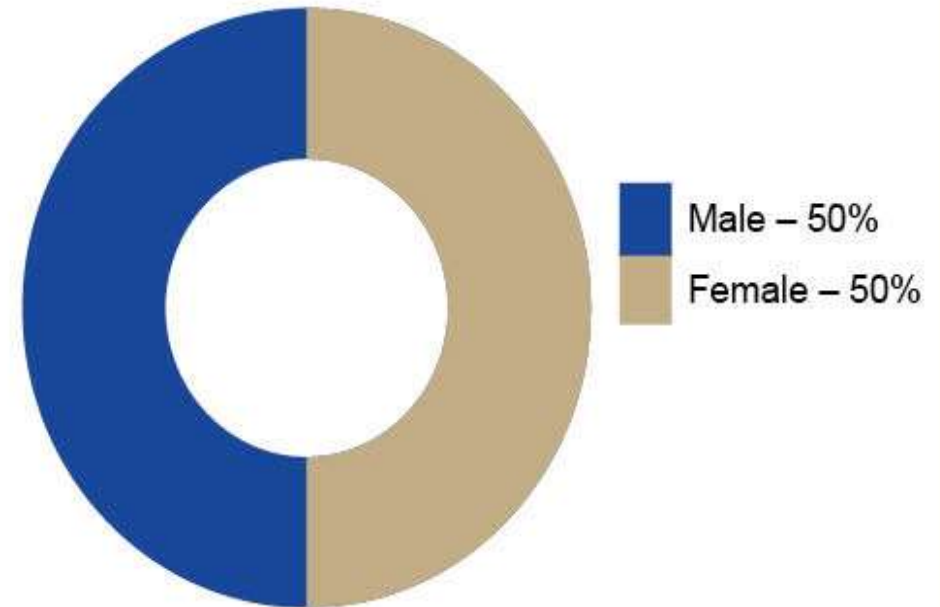
- The organisation has stability at the top with a Board of Directors in place.
- The Board has 43% Black Males and 57% Black Females
- All ExCo positions were filled as at the end of the 2020/21 FY.
- The ExCo has a 50/50 gender split.
- The organisation developed a Learnership Programme which is being implemented in the current financial year.
- A Women Mentorship programme was developed and is being rolled out during the current financial year.

ORGANISATION'S RACE AND GENDER PROFILE

RACE PROFILE



GENDER PROFILE



TRANSFORMATION : BURSARY AND INTERNSHIP PROGRAMME

Amidst the challenges presented by the COVID-19, pandemic, the SACAA was able to continue to provide the much-needed bursary sponsorship to both its employees and external students:

- A total of 49 employees continued with their studies in the period under review
- 26 external students benefitted from the bursary programme. These students were in the following fields:
 - Aircraft Maintenance Engineering
 - Pilot Training Programme
 - Aeronautical Engineering

Four (4) students have successfully completed the Pilot Training Programme qualifications in the same period up to CPL level.

A total of 24 interns were hired during the period under review, of which 18 were carried over from the previous financial year.



TRANSFORMATION : TRAINEE PROGRAMME

For the period under review, the SACAA had a total of four (4) Trainees

- Two (2) have successfully completed their training and were appointed as fully fledged SACAA Inspectors.
- The remaining two (2) will continue with their training and are expected to complete their programme over the next two (2) years.
- The SACAA partnered with two airlines namely, Airlink and FlySafair to provide on-the-job training following their successful aircraft maintenance training. This increases the chances of the students to find future employment as they possess the right skills and experience.
- The SACAA also retains some of the students when there are opportunities available.

TRANSFORMATION : SUPPLIER & ENTERPRISE DEVELOPMENT

- During 2020/21 the organisation trained 16 Women, Youth and Persons with Disabilities in relevant SCM regulatory requirements to increase their chances of bidding successfully for business. Twenty six (26) more SMMEs were also training during the financial year.
- The SACAA paid thirty (30) companies within fifteen (15) days as part of ensuring that the small business cash flow position is strengthened.
- The organisation assisted eleven (11) companies with their CSD compliance requirements.



TRANSFORMATION : SOCIO-ECONOMIC DEVELOPMENT

- The organisation supports nine (9) Child/Youth headed families across the 9 provinces with groceries worth R4000 a month to ensure that the children remain in school.
- The organisation also provides for additional needs of the families e.g. sending scholars who meet the criteria to boarding school to ensure their safety, doing upgrades of the homes, etc.
- The SACAA's school assistance programme is assisting a school in Howick, KZN and in the past FY provided the school with the following:
 - A Borehole to ensure that basic water needs are met,
 - Donated 230 books for the media centre,
 - Bought Audio-visual equipment such as projectors, screens, etc.



TRANSFORMATION : OUTREACH PROGRAMME

Due to the outbreak of Covid-19 the SACAA reduced the number of physical outreach programmes to schools and reached out to learners via Community Radio stations. The SACAA team participated in 53 radio interviews on 41 radio stations and one (1) television station. The interview slots were secured at no cost to the SACAA. The campaign's combined listenership reached an estimated 13 million listeners. When the restrictions were relaxed the physical career awareness campaigns commenced again.



AVIATION PERSONNEL CARD LICENCE LAUNCH

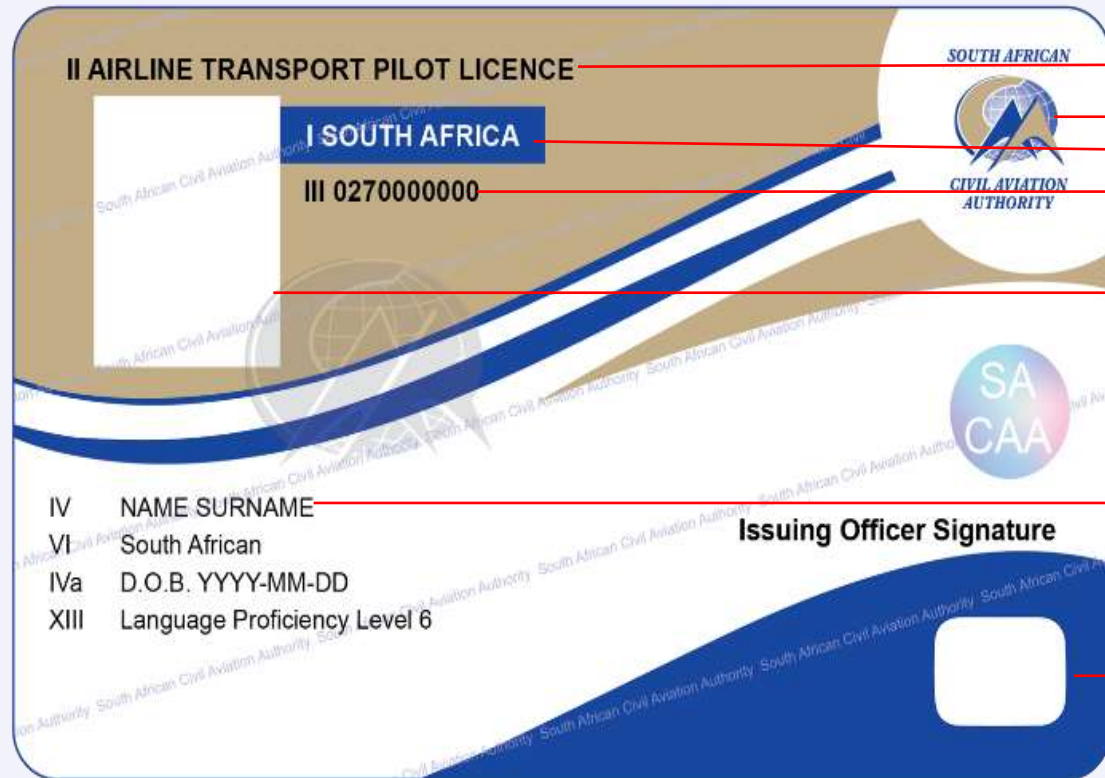


LAUNCH OF THE AVIATION PERSONNEL CARD LICENCE

- The SACAA launched a card licence replacing the booklet / passport size licences which were used by licence holders for many years.
- This puts SA as one of the few countries that have migrated to a credit card size licence in the world.
- The card is secured with state-of-the-art security features which makes it difficult for the card to be replicated, ensuring the integrity of the licences.
- The unique features in the licence allows licence holders and auditors to access updated information on the status of the licence real-time and anywhere in the world no matter the time zone
- The licence card is being phased in gradually per licence type.

FEATURES OF THE CARD

FRONT



License type/category

SACAA endorsement

Country of Issue

Cardholder's License number

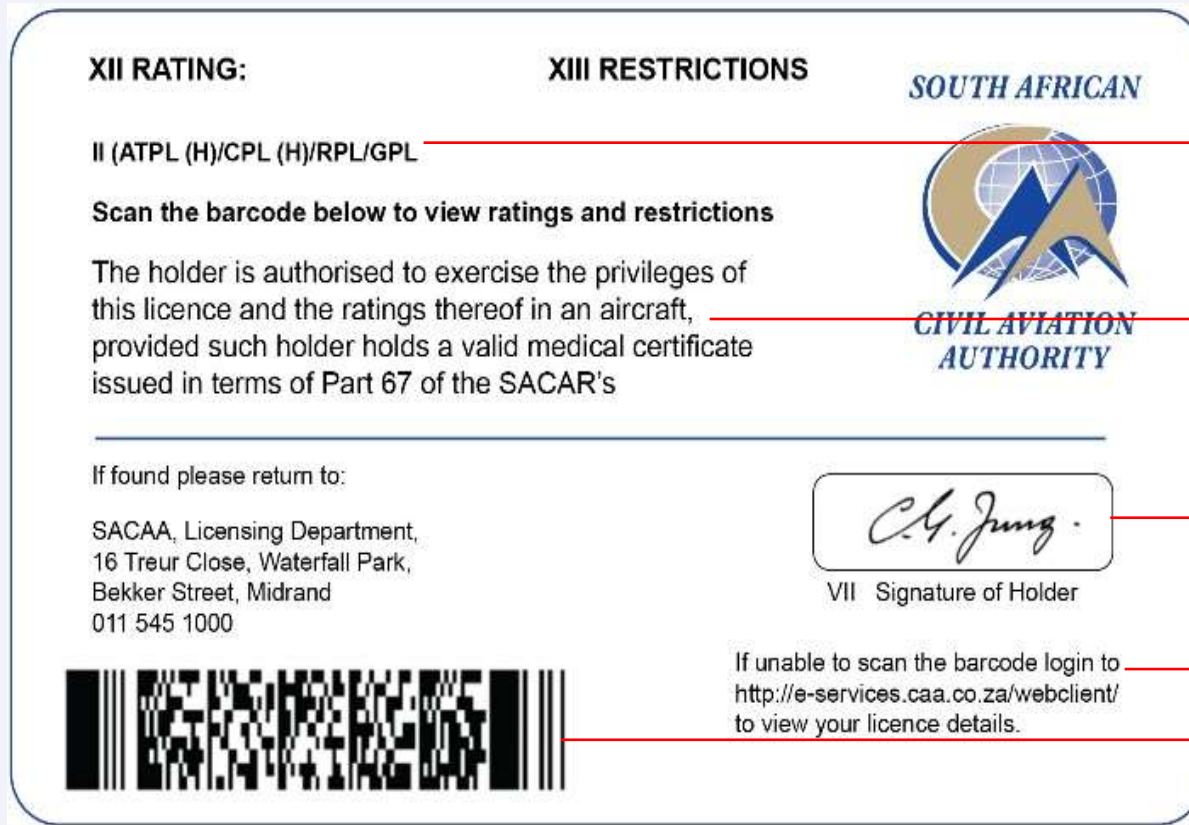
Cardholder's photo

Cardholder's details

Issuing Officer's signature

FEATURES OF THE CARD

BACK



Additional licenses by the card holder

Ratings/ Restrictions

Cardholder's signature

Webservice link

2D Barcode

OTHER SIGNIFICANT STRATEGIC MATTER/S



US-FAA ASSESSMENT

- Based on Article 6 of the current Air Transport agreement between the USA and RSA, FAA on 7 June 2021 communicated its desire to assess/audit RSA's capability in performing Civil Aviation Safety Oversight in line with ICAO requirements.
- Upon engagements between SACAA and FAA, the assessment is confirmed for 15 – 19 November 2021.
- The last assessment / audit of this nature took place in 2007, resulting in RSA retaining FAA Category 1 status (thus allowing RSA airlines to operate into the USA with no restrictions).
- Preparation for the assessment are in full swing and a positive outcome is anticipated.

ORGANISATIONAL CHALLENGES



ORGANISATIONAL CHALLENGES

No.	Key Challenge	Proposed Solution
1.	Civil Aviation Bill – closure of the ICAO findings and establishment of an independent AIID.	After the Bill was approved by the National Assembly, it was presented to the National Council of Provinces (NCPO) Select Committee and will still go through other consideration and approval processes of the NCOP and if they approve, it will be submitted to the President for assent.
2.	FIU Aircraft acquisition – to carry out calibration of nav aids.	The SACAA has outsourced the services of an external service provider to perform this service until it can afford to purchase a new aircraft. The Department was approached for financial assistance in procuring an aircraft, but it is not possible at this stage to receive any assistance. The outsourced arrangement will continue until SACAA can afford to procure an aircraft.
3.	Transformation of the civil aviation industry	Implementation of the 3-year Transformation Plan.
4.	Organisational finances – impact of Covid	SACAA had implemented cost containment measures which saw the organisation operating for 10 months post lockdown without financial support. Subsequently, the DOT provided financial assistance and SACAA is continuing with cost containment measures. Equally the industry the recovery process and it is expected that the aviation activity will continue increasing in the near future up to the pre-Covid levels.



Thank You for your attention!