

SOUTH AFRICAN



CIVIL AVIATION
AUTHORITY

2022



ANNUAL
PERFORMANCE PLAN
2022/23



Table of Contents

- 1. EXECUTIVE AUTHORITY STATEMENT: MINISTER FIKILE MBALULA..... 4
- 2. FOREWORD BY THE DEPUTY MINISTER..... 6
- 3. FOREWORD BY THE CHAIRPERSON..... 8
- 4. OPERATIONAL OVERVIEW BY THE DIRECTOR OF CIVIL AVIATION 10
- 5. OFFICIAL SIGN-OFF 14
- 6. PART A: OUR MANDATE 15
 - 6.1 **Legislative and Other Mandates** 15
 - 6.1.1 **The Act**..... 15
 - 6.1.2 **ICAO**..... 15
 - 6.1.3 **ICAO Critical Elements** 16
 - 6.2 **Institutional Policies and Strategies over the five-year planning period** 17
- 7. PART B: OUR STRATEGIC FOCUS..... 21
 - 7.1 **Situational Analysis** 21
 - 7.2 **External Environment Analysis** 23
 - 7.3 **Internal Environment Analysis**..... 29
- 8. PART C: MEASURING PERFORMANCE 30
 - 8.1 **Measuring the Impact** 30
 - 8.2 **Measuring Outcomes**..... 30
 - 8.3 **Defining Outcomes for 2022 – 2027**..... 30
 - 8.4 **Alignment between the SACAA Outcomes, DoT Outcomes and the NDP** 31
 - 8.5 **Explanation of planned performance for 2022/23 – 2026/27** 32
 - 8.6 **Outcome Indicators** 34
 - 8.7 **Measuring Outcomes**..... 36
 - 8.8 **Outcomes, Outputs, Performance Indicators and Targets**..... 38
 - 8.9 **Annual and Quarterly Targets** 42
- 9. TECHNICAL INDICATOR DESCRIPTORS..... 47
- 10. KEY RISKS..... 51
- 11. MEDIUM-TERM STRATEGIC BUDGET 53
- 12. STATEMENT OF FINANCIAL POSITION..... 54

ABBREVIATIONS

AIID	Accident and Incident Investigation Division
AI	Aviation Infrastructure
APP	Annual Performance Plan
ASO	Aviation Safety Operations
AU	African Union
AvSec	Aviation Security
B-BBEE	Broad-based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, South Africa
CAC	Civil Aviation Commission
CAP	Corrective Action Plan
CA Act	Civil Aviation Act
CC	Compliance Checklist
CE	Critical Elements
CMA	Continuous Monitoring Approach
DCA	Director of Civil Aviation
DoP	Department of Police
DoT	Department of Transport
ERDMS	Electronic Document and Records Management System
ExCo	Executive Management Committee
FIU	Flight Inspection Unit
GA	General Aviation
GDP	Gross Domestic Product
HR	Human Resources
HRC	Human Resources Committee
ICAO	International Civil Aviation Organization
ICS	ICAO Compliance Section
ICT	Information and Communication Technology
ICVM	ICAO Coordinated Validation Mission
IT	Information Technology
MP	Member of Parliament
MTEF	Medium-Term Expenditure Framework
N/A	Not Applicable
NDP	National Development Plan
PAIA	Promotion of Access to Information Act
PESTLE	Political, Economic, Social, Technological, Legal & Environmental
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PSC	Passenger Safety Charge
RPAS	Remotely Piloted Aircraft Systems
SACAA	South African Civil Aviation Authority
SADC	Southern African Development Communities
SARPs	Standards and Recommended Practices
SMP	Stakeholder Management Plan
SONA	State of the Nation Address
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations
USAP	Universal Security Audit Programme
USOAP	Universal Safety Oversight Audit Programme

1. EXECUTIVE AUTHORITY STATEMENT: MINISTER FIKILE MBALULA

As the country wraps up the second year of the global COVID-19 pandemic there are signs that we are entering a period of gradual recovery for air transport. As 2021 came to a close, the world experienced a new variant, Omicron, with less devastating effects for South Africa than the Delta variant. This variant spread quicker however it resulted in less fatalities and hospitalisations. President Cyril Ramaphosa, therefore kept the country at lock down Level 1 which meant that there is hope for travel and tourism to thrive over the festive period. This was however not the case with South Africa and seven other Southern African countries which were banned by the West and the Middle Eastern countries from travelling to their countries. All was not lost however as local travel received a serious boost when holiday makers explored local holiday spots. The impact of losing revenue from potential international travellers can however not be ignored.



It is encouraging to note that the easing of lockdown restrictions helped to increase the Gross Domestic Product (GDP) of South Africa. On 7 September 2021, Statistic South Africa announced that the economy had grown by 1,2% in Quarter 2 of the year; although the economy was still 1,4% smaller than what it was before the COVID-19 pandemic.

We cannot deny that the impact of the pandemic on the global economy has been devastating. The International Civil Aviation Organization (ICAO) had estimated that in 2020, the global GDP contracted by more than 3%; far worse than the 2008 – 2009 financial crisis. International passenger traffic showed a reduction of 74% in 2020, and about 73% in 2021, against the baseline of 2019, according to the latest figures by ICAO. This means that globally, air transport is still struggling to recover from the consequences of the pandemic, although domestic air travel and cargo transport have fared much better than international travel. It is generally expected that air traffic is not likely to return to 2019 levels before 2024.

Importance of aviation's recovery

It is essential that we hasten the recovery of the country's economy, and in this quest, the civil aviation industry plays a significant part. I dare to mention this, even though the air transport sector has been severely hit by the pandemic, with devastating consequences for airlines, employees, and other related sectors, it is a well-known fact that the aviation sector is a driver for socio-economic growth and for boosting the national GDP, both by its own operations and by means of the downstream industries.

A continued need to draw the unemployed into the aviation industry

The first of the three pillars of the National Development Plan (NDP) is, "a strong and inclusive economy" of which the first priority is "economic transformation and job creation". There is no doubt that the global pandemic has affected both the economy and job creation capabilities of the country. The official unemployment rate as announced by Statistics South Africa on 24 August 2021 was 34,4%, which President Cyril Ramaphosa labelled an "unemployment crisis" that called for "bold actions".

In view of this crisis, it is imperative for the aviation industry to continue its attempts to draw youths into the aviation industry, despite the pressures brought about by the global pandemic. Aviation presents many diverse job opportunities, if youths can be drawn to this field, find

opportunities to train and qualify to be skilled for such careers. We need to invest in the workforce, especially in automation and in scarce skills, such as those found in the aviation field.

Taking a long-term view, there is renewed hope as the aviation industry globally is starting to revive, that the aviation industry will eventually recover. When that day dawns, future aviation specialists should be skilled and ready, and they need to start preparing for the revival of aviation right now.

Aviation safety is an imperative

In the Department's strategy session, I had given the SACAA the difficult task of ensuring that the accident rate in the General Aviation sector reduce by 50% by the end of the current strategy cycle. The results of the previous financial year show that a reduction was realised albeit at a very miniscule level of 1%. I encourage the SACAA to implement strategies that are robust so that the Department's outcome on *safety as an enabler of service delivery* can be realised.

Transformation of the aviation landscape

In view of the unemployment rate, it is even more crucial than before that the demographic landscape of the aviation industry transform to represent the South African population. Recent aviation licence statistics by trade indicate that airline transport pilots of aeroplanes consist of 93% white pilots and roughly 6% from other racial demographics, while aircraft maintenance engineers are represented by 31% from racial demographics other than white – an improvement, but still far from the ideal situation. That is why I am encouraged that the SACAA, amid strict financial prudence being observed by the entity, managed to continue with its current bursary programme to support external students as well as those from its own ranks. The entity itself exemplifies the demographics that we aspire to, with staff being 89% black employees and a gender representation of 51/49 in terms of female and male employees.

Conclusion

Although the aviation industry is on the way to recovery, we still have a long way to go. The SACAA continues to play its part in leading the way for greater aviation safety, security, and growth. This includes upholding of international safety and security standards, the automation of client services, and aviation security standards which are achieved by working hand in hand with the industry and other aviation entities.

I look forward to the recovery of the air transport sector as it is key in contributing towards the socio-economic prosperity of the country, even more than before the pandemic struck; and I am confident that the Regulator will continue to play a crucial role in supporting aviation's future growth.

May you continue to set a high standard in aviation safety and security and support civil aviation in the reignition of this vital transport sector.

Yours sincerely,



Mr Fikile April Mbalula, MP

Date:

2. FOREWORD BY THE DEPUTY MINISTER



As a nation we are experiencing somewhat of a transition phase, as we gradually move from the greater restrictions of COVID-19 lockdowns to a situation where the aviation industry has more room for growth and recovery, as signified by the extended Adjusted Alert level 1. This is also a watershed moment for State-Owned Entities such as the SACAA, with greater emphasis on the mandate, development, governance, financial management and operational performance of entities as stated by President Cyril Ramaphosa in the 2021 State of the Nation Address (SONA) and reinforced at the SONA in 2022.

The mandate of the SACAA remains valid

I would like to contend that even at this stage when the air transport sector has been shaken to its core and is throwing all its weight into recovering and again being the thriving sector that it used to be; the mandate of the SACAA remains valid. The country needs our aircraft to fly safely, airports need to operate in a safe and secure manner, and there is no doubt that the aviation industry needs to develop and be restored to its full potential, with all the economic benefits that this promises.

A solid performance, heading into the future

For that reason, I would like to congratulate the SACAA on once again achieving 100% against the approved Annual Performance Plan target and its eighth clean audit in the previous financial year 2020/21. The strategic approach and the sound governance of the entity bodes well for its future, provided that the organisation maintains the continuous solid performance that it is known to deliver. This in my view speaks volumes and directly to the first of the seven APEX priorities of the current administration, which speaks to *Building a capable, ethical and developmental State*.

Transformation of the industry should be part of the revival

However, the transformation of the aviation industry remains a rather sore point for an otherwise meritorious sector. The development mandate of the organisation will only be achieved if the demographical representation in the aviation industry grows with it. At this time of recovery and resurrection of aviation, which we believe will like the symbolic Phoenix rise from its own ashes to fly once again, it is the perfect opportunity for the aviation industry to uplift previously disadvantaged communities to rise with it and to be part of this revival. Much has already been done, and yet much more needs to be done in future. In the midst of all the equally important competing priorities at the doorstep of aviation entities, I still want to encourage the SACAA to expand its outreach programme to ensure that the students do not end up with qualifications but that they contribute economically to the industry and the country by positioning them for real employment opportunities. I would therefore like to encourage the organisation to intensify in its aviation awareness programmes and its collaboration with the industry in supporting young cadets, aircraft engineers and aviation professionals across the board to be absorbed into this dynamic industry with its many career opportunities.

This includes the upliftment of women in aviation – the gender summits that started with the Global Aviation Gender Summit in 2018 and that continued at a national level, have raised important issues and have sensitised even the men in our country to the important role of women in transport, and in air transport in particular. In the light of the severe economic

repercussions on women brought about by the global pandemic and the automation of many jobs, I would like to encourage the SACAA to continue to lead this important discourse.

Collaboration within the region

Going even further afield, I would also like to encourage the Regulator to continue in its praiseworthy collaboration with neighbouring States in sharing expertise, supporting one another with training initiatives and in maintaining high standards of safety and security oversight. It is also crucial that collaboration also extends in ensuring that health practices geared to minimise the spread of the coronavirus pandemic in all civil aviation operations is upheld and encouraged at all times. It has been noted that the speed of the recovery from the global pandemic differs between different states and regions, which makes it even more imperative that we assist one another to recover in a harmonised way that integrates our safety and security mandates.

Conclusion

As the SACAA continues fulfilling its Annual Performance Plan, I wish you all the best in achieving your mandate while putting all your efforts into assisting greater growth and revival of the industry, within the requirements of COVID-19 lockdown levels and safety precautions. Our country was for some years already preparing for the outbreak of a pandemic, let us also prepare for a new era in aviation, with the resilience for which our nation is known.

South Africa will be audited by the International Civil Aviation Organization on Aviation Security during the financial year under review, the Ministry implores the regulator as the lead entity to ensure that there's adequate preparation which will ensure that South Africa does not attract a significant security concern. The Ministry stands ready to support the regulator as it leads in the audit process.

Yours sincerely,

Ms Sindisiwe Lydia Chikunga, MP

Date:

3. FOREWORD BY THE CHAIRPERSON

The Minister of Transport, honourable Minister Fikile Mbalula said in his Budget Vote speech of 25 May 2021, “The aviation sector has been severely affected by the COVID-19 pandemic. For the local aviation industry to expand and fulfil its potential, we must work together to ensure that the aviation industry is well positioned to recover and capitalise on the opportunities presented by the pandemic. Technology and innovation will certainly play a pivotal role in simplifying processes and making air travel more attractive to the public.”



When we consider the crippling effect of the COVID-19 pandemic on our country and the continent, these words ring true and are a motivation for the Regulator to protect and grow the aviation industry like never before.

If we further consider some of the repercussions of the global pandemic on the continent, it is clear that we are not out of the woods yet. An IATA update in April 2021 indicated that global airline recovery in 2021 was somewhat slower than expected at the end of last year. In Africa, slow vaccinations would likely restrict the rebound of international markets, although the continent has relaxed international travel restrictions more than other regions. Kamil Alawadi, IATA's regional vice president for Africa and the Middle East in June 2021 said that seven million employees have suffered as a result of the global pandemic, while eight airlines have gone bankrupt in Africa.

Proof of vaccination for travel

Globally, there are many dynamics at play that potentially could shape the future of travel and the aviation industry. One of these is the debate on proof of vaccination for travel. The implications of such a rule are manifold, including the delay for travellers waiting in long queues, and the need for uniformity of travel “passports” or other forms of evidence of vaccination. Furthermore, there is a global problem with some citizens being reluctant to be vaccinated, and the misinformation abounding on this topic. Several European countries have seen vaccination figures rise after making proof of vaccination mandatory for entry to places such as restaurants and gyms; making a case for the mandatory approach to vaccination, and yet having the potential to further aggravate those who resist it.

In the final analysis, the course and fluctuations of the pandemic continue to affect the aviation industry heavily. The air transport sector continues to battle for survival and recovery and although there are improvements in the numbers of passengers on flights, all over the world the domestic markets are faring better than international flights. ICAO's Economic Impact Analysis of 1 September 2021 states that in 2020, world-wide international passenger numbers reduced by 74% internationally but domestic passenger numbers reduced by 50%.

Review of the Strategic Thrust

The Board in their last strategy planning workshop reviewed the Strategic Outcomes of the organisation and largely confirmed the following outcomes as the six that will drive the SACAA to greater success. The last outcome was amplified to bring about organisational effectiveness at the backdrop of the major projects currently being rolled out in the organisation.

The six Strategic Outcomes are therefore as follows:

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 governance and organisational effectiveness

This APP is the second to fall within the 5-year Strategic Plan

This Annual Performance Plan falls within the second year of the five-year Strategic Plan, spanning the years 2020/21 to 2024/25. The SACAA has kickstarted this 5-year cycle with the kind of organisational performance and good governance that we have come to expect from the Authority. The SACAA achieved its eighth clean audit since the Auditor-General started auditing the SACAA nine years ago, there being no significant findings noted during the audit process. The SACAA also maintained a 100% achievement against the organisation's approved Annual Performance Plan (APP) target. This is the seventh such achievement in the past nine years.

These results show that the entity is committed to all the principles encapsulated in the King IV Report on Corporate Governance™. In keeping with the government's APEX priority of "A capable, ethical, and developmental state", organisational ethics remains an inextricable part of good governance, and in this year the ethical culture was bolstered by the Ethics Framework and Ethics Implementation Plan, which sought to further entrench the emerging strong ethical culture of the Authority.

Mindful of these organisational achievements, I can declare with confidence that the strategic outcome of 'sustained good corporate governance' for 2020/21 was achieved, and everything possible was done towards achieving the outcome of 'financial sustainability'. The Board and the SACAA Team aspires to maintain these high standards and to continue to assist the industry in keeping up the high standard of safety and security of civil aviation in the country. I would like to congratulate the Regulator for its fiscal prudence before and during the COVID-19 pandemic. This resulted in the ability of the organisation to continue operating for ten months without any financial assistance from the national fiscus. While attempting to optimise the management of organisational resources, the entity has strengthened its institutional resilience and is forging ahead to assist the aviation industry in its battle to recover from the pandemic.

Conclusion

Allow me to give recognition to the SACAA staff and management for giving their all towards achieving another successful financial cycle under these difficult circumstances. May I also take this opportunity to thank the Minister and Deputy Minister of Transport and my fellow Board members for once again giving their support and guidance towards keeping the SACAA well on track.

To the Executive Authority, I wish to thank you for your leadership that enables the SACAA to thrive even during this period.

Your sincerely,



Mr Ernest Khosa
Chairman: SACAA Board
Date: 08 March 2022

4. OPERATIONAL OVERVIEW BY THE DIRECTOR OF CIVIL AVIATION



It is a privilege to once again, together with the Board, present the SACAA's 2022/23 Annual Performance Plan (APP). This APP is the compass for the SACAA that will guide us throughout the 2022/23 financial year. Mindful of the impact that the pandemic has had on the organisation's finances, I am pleased to report that the targets for the previous financial year were all met, and in some cases, exceeded.

The past financial year has been turbulent, with highs and lows, as the industry started to recover and reeled again when the third wave of the COVID-19 pandemic hit with severe consequences for the country. The SACAA was however relentless in its quest to deliver on its mandate through it all, although the organisation suffered sad losses within our own team.

Global aviation developments and trends

In the global update on the coronavirus of 27 September 2021, Bloomberg referred to advanced trials on an oral antiviral drug, at a stage when global deaths have exceeded 4.75 million people. Researchers at Oxford claim that American men have lost 2.2 years of life expectancy last year because of COVID-19. The aviation industry globally strived to recover from the effect of the pandemic and some gains were made, although recovery is not as quick as had been hoped.

ICAO hosted a High-Level Conference on Covid 19 in October 2021, and a declaration was agreed upon by member States. Among other things States committed to take effective measures to prevent the spread of SARS-CoV-2, the virus that causes COVID-19 and other communicable diseases by international air travel, in particular through the implementation of the ICAO CART guidelines. States also committed to encourage the harmonization of Member States' multilayer risk management strategies to safely restore international connectivity and support the revival of the global economy as a critical step towards achieving our goal to enhance the social, environmental and economic sustainability of aviation. The conference committed to promoting, to the greatest extent possible, a harmonized and inclusive approach to facilitate safe international air travel, including alleviating or exempting testing and/or quarantine requirements for fully vaccinated or recovered passengers, taking into account the different circumstances of individual States and their national policies, in keeping with WHO's policy and technical considerations for implementing a risk-based approach to international travel in the context of COVID-19, and providing exceptions for non-vaccinated passengers. This would enable States to work towards strengthening the confidence of the travelling public and safely rebuilding international civil aviation.

These uncertain times have influenced the manner in which the aviation industry operates. Trends in the industry have been to respond to the shorter booking periods caused by the uncertainty of the pandemic, with flexible changing and cancellation policies and real-time, continuous digital updating of information such as travel restrictions and requirements for travellers. The customer experience has become that of minimal contact by means of contactless check-ins, entertainment, and shopping. The resilience of the industry in accommodating the demands made by the pandemic, promises to strengthen attempts at recovering from the current lull in demand.

Regional developments

Regionally, it has been a matter of concern that Africa's low air transport passenger figures due to the pandemic may have a negative impact on the continued efforts at regional integration of the aviation industry on the continent. Whereas integration could boost aviation activities and the resultant socio-economic benefits for the continent, at present the travel and tourism market has shrunk, together with the loss of millions of jobs and economic decline in African markets.

Domestic developments

Domestically, air travel has started to revive, and the recent Adjusted Alert level 1 has benefitted travel as it allowed partial opening of the borders and inter-provincial travel. International air travel currently being allowed to the international airports OR Tambo, King Shaka, Cape Town, Lanseria and Kruger Mpumalanga, is connecting travellers and tourists to some of the most sought-after destinations in the country.

There are still some limitations and restrictions on travellers from South Africa, with long-haul flight departures as a result of the latest Omicron variant which was first reported by South African Scientists. All international travellers arriving at the airports must provide a valid certificate of a negative COVID-19 test, recognised by the World Health Organization, which was obtained not more than 72 hours before the date of travel. In the absence of such a certificate, an antigen test on arrival at the cost of the traveller and isolation for 10 days in the event of a traveller testing positive for COVID-19, may still dampen demand, but are necessary limitations while the pandemic is still upon us.

In recent weeks, some international airlines came back to our shores, while others were set to fly to and from Cape Town from November 2021. Locally, South African Airways returned to the skies on 23 September, providing domestic flights and some to destinations on the continent.

The Regulator strives to support the industry to boost the quickest recovery possible of this vital transport sector. In doing so, the SACAA has continued to fulfil its mandate while conforming to the lockdown restrictions, and in terms of its workforce, is working on a SACAA-specific model involving flexible working arrangements, by means of an evolving process that includes full consultation with staff.

Automation will continue be a vital part of the industry's recovery

One of the ways in which the Regulator aims to support industry growth is by means of automation. Digitalisation will continue to change the travel experience, such as the current consideration of mobile apps to display travellers' vaccine certificates and COVID-19 test results.

One of the ways in which the Authority has improved customer convenience in the past financial year was the launch of the card licence. This was part of the SACAA's digitisation and automation journey, that started three years ago with the implementation of the Enterprise Business System solution. Together with the roll-out of the Electronic Documents and Records Management System (EDRMS), recently renamed the "Shanduka project", the organisation is close to a paperless environment, a timely move in the COVID-19 era. The card licence has replaced the booklet-size licences and has state-of-the-art security features, making it possible for licence holders to access their licence details from anywhere in the world, with updates reflecting in real time. The importance of automation has recently been publicly

highlighted as crucial to the recovery of the economy, and I believe the Regulator's efforts are a step in the right direction and facilitates client transactions.

The Year of Security Culture

The year 2021 was declared by ICAO as the Year of Security Culture, which also gave an opportunity for the commemoration of the terrorist attacks on the USA 20 years ago. The SACAA took the opportunity to increase awareness of aviation security among the industry and passengers and launched a drive for a stronger aviation security culture. Under SACAA's theme for aviation security awareness, namely "Entrenching the culture of security in the aviation industry and the general public", the organisation aimed to raise awareness in aviation operational spheres, and to have the entire sector become conscious of the essential aspects of aviation security. The organisation built on the success attained over the years in conducting aviation security awareness campaigns and targeted, among others, all airports, airlines, passengers, air cargo entities, and aviation security training organisations.

South Africa through the SACAA also participated in the high-level ICAO Global Aviation Security Symposium on 10 September 2021. As a country, being part of the global discourse on aviation is of great value for us in remaining updated and offering our collective voice to this topical issue.

Operations continue at full throttle

The SACAA has continued to fulfil its mandate and reach its APP target operationally by full implementation of the FIU programme. One of the targets of the FIU was the calibration of airports, and in the last financial year, the backlog with the calibration of South African airports was erased; and calibration of regional airports followed.

In terms of the implementation of the General Aviation Safety Strategy (GASS), implementation is in full speed and the industry must expect to see more interactive engagements between the Regulator and the General Aviation sector in a quest to reduce aircraft accidents which are prevalent in this sector of the industry. One of the outcomes was the introduction and publication of the SkyWatch newsletter, which took place in collaboration with the industry and has been received positively.

The SACAA's Aviation Awareness Programme continued to make an impact on the youth of the country. Although physical school outreaches were mostly prohibited due to the pandemic, a nationwide community radio campaign, at no cost to the Authority, reached a combined listenership of more than 13 million.

Collaboration remains essential

The global pandemic has highlighted the need for continued collaboration between all stakeholders, the government, and the aviation industry. Being fully aware that aviation spans across borders, the SACAA continues to collaborate at global, regional, and local level.

The SACAA contribution towards Social Development programmes

The SACAA operates within an ecosystem that supplies the resources that delivers on the mandate of the organisation. For this reason alone, the SACAA plans to increase efforts towards the promotion of Gender-Based Violence in and out of the workplace. The

programmes will be driven jointly by both the organisation's Human Resources and Stakeholders functions.

Conclusion and acknowledgements

Although the future growth of air transport is still somewhat uncertain, it is clear that in the short term, government support will continue to be required by some entities in the aviation industry, globally and locally.

In this regard I wish to thank the Ministry and the Department of Transport for their continued support and guidance in helping the entity to stay afloat financially and in assisting the organisation to continue delivering on its mandate in an exemplary manner.

I would also like to express my gratitude to the Board for its guidance during this turbulent time, and the aviation industry for their collaboration. Allow me to also thank the Executive and staff of the SACAA for their commitment in keeping the SACAA on its upward trajectory.

We will continue to put our best foot forward in keeping our skies safe, while assisting the recovery of the aviation industry.

Yours sincerely,



Ms Poppy Khoza
Director of Civil Aviation
Date: 07 March 2022

5. OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- ❖ Was developed by the Executive and staff of the South African Civil Aviation Authority under the guidance of the Board and in consultation with the Department of Transport.
- ❖ Takes into account all the relevant policies, legislation, and other mandates for which the SACAA is responsible.
- ❖ Accurately reflects the Impact, Outcomes and Outputs that the SACAA will endeavour to achieve over the period from 2021/22 to 2025/26.
- ❖ Has been approved by the Board.



.....
Ms Phindiwe Gwebu
Executive: Corporate Services

Date: 04 March 2022



.....
Mr Asruf Seedat
Executive: Finance

Date: 04 March 2022



.....
Ms Poppy Khoza
Director of Civil Aviation

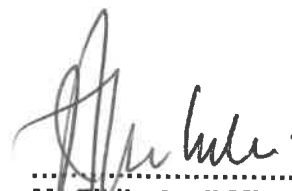
Date: 07 March 2022



.....
Mr Ernest Khosa
Chairperson of the Board

Date: 08 March 2022

.....
Ms Sindisiwe Chikunga, MP
Deputy Minister of Transport
Date:



.....
Mr Fikile April Mbalula, MP
Executive Authority
Date:

6. PART A: OUR MANDATE

6.1 Legislative and Other Mandates

6.1.1 The Act

The South African Civil Aviation Authority (SACAA) is an agency of the Department of Transport (DoT), established on 01 October 1998, following the enactment of the now repealed South African Civil Aviation Authority Act, 1998 (Act No. 40 of 1998). This Act was replaced by the Civil Aviation Act, 2009 (Act No. 13 of 2009), which came into effect on 31 March 2010.

As outlined in the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) (as amended by Act No. 29 of 1999), the SACAA is a Schedule 3A public entity. The PFMA designates the SACAA's Board of Directors as the organisation's Accounting Authority responsible for governance, while the Minister of Transport is the Executive Authority.

The Civil Aviation Act provides for the establishment of a stand-alone authority, mandated with controlling, promoting, regulating, supporting, developing, enforcing, and continuously improving levels of safety and security throughout the civil aviation industry. The above is achieved by complying with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organization (ICAO), while considering the local context.

The SACAA, through a Ministerial order, is mandated with the administrative functioning of the aircraft Accident and Incident Investigation Division (AIID), while the Department of Transport is responsible for the functional running of this unit.

At the time of establishment, the SACAA was also tasked with the running of the Flight Inspection Unit, whose aim is to conduct calibration and flight inspection of ground radio navigational aids in South Africa and beyond.

6.1.2 ICAO



The international Civil Aviation Organization (ICAO) is a United Nations (UN) specialised agency, established by 54 member States on 7 December 1944 to manage the administration and governance of the Convention on International Civil Aviation (Chicago Convention).

ICAO works with the Convention's 193 Member States and industry groups to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable, and environmentally responsible civil aviation sector. These SARPs and policies are used by ICAO Member States to ensure that their local civil aviation operations and regulations conform to global norms, which in turn permit more than 100,000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

In addition to its core function of resolving consensus-driven international SARPs and policies among its Member States and industry, and among many other priorities and programmes, ICAO also coordinates assistance and capacity-building for States in support of numerous aviation development objectives; produces global plans to coordinate multilateral strategic progress for safety and air navigation; monitors and reports on numerous air transport sector

performance metrics; and audits States' civil aviation oversight capabilities in the areas of safety and security.

The Republic of South Africa, as a signatory State to ICAO, is committed to working with the international community to ensure safer and secure skies. This is coordinated through the Department of Transport; and all aviation organs of State are required to collaborate to achieve this mandate. The SACAA, through the Civil Aviation Act, 2009 (Act No. 13 of 2009), has a mandate to regulate aviation safety and security in accordance with ICAO prescripts.

6.1.3 ICAO Critical Elements

ICAO Contracting States, in their effort to establish and implement an effective safety and security oversight system, need to consider the critical elements (CE) for safety and security oversight. Critical elements are essentially the safety and security advancement tools of a safety and security oversight system and are required for the effective implementation of policies and associated procedures related to safety and security. States are expected to implement the safety and security oversight critical elements in a way that assumes the shared responsibility of the State and the aviation community.

The critical elements of a safety and security oversight system encompass the whole spectrum of civil aviation activities. The effective implementation of the CEs is an indication of a State's capability regarding safety and security oversight.

The following diagram demonstrates the regulatory areas depicted under the different critical elements. Critical Elements 1 to 5 pertain to the establishment of the safety and security systems, while CE 6 to 8 address the effective implementation of such systems by the Regulator:



Diagram 1: ICAO Safety and Security Critical Elements

6.2 Institutional Policies and Strategies over the five-year planning period

The SACAA will be guided by global, continental, and national policies and strategies over the next five-year planning period.

The SACAA has conducted a holistic review of global, continental, and national imperatives to ensure that the SACAA strategic objectives deliver positive societal contributions. In the development of the APP, the SACAA considered the 2030 Agenda adopted by the United Nations General Assembly. The Agenda is a commitment to eradicate poverty and achieve sustainable development by 2030 worldwide, ensuring that no one is left behind. The 17 UN Sustainable Development Goals (SDGs) are highlighted in the diagram below:



United Nations Sustainable Development Goals (UN SDGs)

ICAO GLOBAL PLANS

An efficient air transport system in any economy has been recognised as a significant catalyst for sustainable development. In fulfilling its mandate of regulating aviation safety and security, the SACAA achieves its work through the effective implementation of the ICAO Global Plans, namely:

1. The Global Air Navigation Plan;
2. The Global Aviation Safety Plan; and
3. The Global Aviation Security Plan.

The SACAA's purpose and mission statement; **to regulate civil aviation safety and security in support of the sustainable development of the aviation industry**, is the driving force behind the SACAA's successful delivery of the three ICAO global plans that are effectively aligned to the UN Sustainable Development goals. These plans come with expectations from

Member States in terms of implementation. It is important to highlight that through the SACAA, South Africa is on course to deliver on the aspirations that motivate the plans.

African Union Agenda 2063 Aspirational Goals

On a continental level, the SACAA recognises the African Union (AU) Agenda 2063, the strategic framework for the socio-economic transformation of the continent over the next 50 years. The Agenda is crafted along seven (7) aspirations. The statement below reflects the collective AU vision of the aspirations:



“The aspirations reflect our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want”.

The seven (7) Africa Agenda 2063 aspirations are as follows:

OUR ASPIRATIONS FOR THE AFRICA WE WANT

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice, and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values, and ethics
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
7. Africa as a strong, united, and influential global player and partner.

The SACAA delivers on this continental vision and the delivery of the Africa Agenda 2063 through its continuous contribution to the African Civil Aviation Commission (AFCAC), which

is a specialised agency of the African Union, responsible for civil aviation matters in Africa. The SACAA, also through the Shareholder, ensures the provision of resources to the Commission to promote the effective implementation of the African civil aviation programmes. Additionally, the SACAA contributes to the Africa 2063 aspirational goals through the implementation of its Regional Cooperation Strategy that enhances collaboration, cooperation, and the provision of technical assistance proactively and with the intention to improve the African civil aviation safety record and the effective implementation of ICAO Standards and Recommended practices (SARPs).

The Republic of South Africa: National Imperatives

As a state-owned agency reporting to the Department of Transport, the SACAA is mandated to deliver on the State's obligation to provide regulatory oversight over the holistic civil aviation system. This is to ensure that the Republic of South Africa, as a signatory to the ICAO Chicago Convention, achieves its international obligations.

The aviation sector is an enabler of sustainable development, and in the development of the Annual Performance Plan (APP), the SACAA takes cognisance of and aligns itself to the national priorities and plans. The National Development Plan (NDP) has been a pivotal guide for the organisation in crafting its five-year strategy and Annual Performance Plan.

On the domestic front, SACAA continues to recognise the aviation sector's contribution to achieving sustainable economic, social, and environmental development through alignment to the national priorities and NDP outcomes.

The SACAA recognises the 7 Apex priorities of the 6th Administration, which were also delivered at the State of the Nation address. These priorities are to be undertaken during the 2019 - 2024 period to put the country on a positive trajectory towards the achievement of the NDP 2030 vision.



National Department of Transport Outcomes

The Department of Transport, as the shareholder, has identified the following outcomes as the focus areas for the department in the next five years:

1. Safety as an enabler of service delivery

Transport is not only an economic and a social function, but also carries massive safety and security responsibilities. Successive Constitutional Court judgments have affirmed this obligation and have pronounced on the responsibilities of the various organs of state in this regard.

2. Public transport that enables social emancipation and an economy that works

Public transport plays a critical role in an enabling economic activity and social emancipation. Access to centres of economic activity and social amenities largely depends on public transport. The sixth administration has identified the realisation of a three-shift economy as a strategic goal aimed at propelling growth in the economy.

3. Infrastructure build that grows the economy

Chapter 4 of the National Development Plan calls for the development of economic infrastructure as the foundation of social and economic development. Over the medium term, the department will focus on maintaining National and Provincial Road networks, providing passenger rail infrastructure and services, and facilitating integrated public transport networks.

4. Building a maritime nation, elevating the Oceans economy

As a maritime nation with approximately 2800 kilometres of coastline, strategically located on one of the biggest shipping routes, surrounded by three oceans on the Eastern, Western and Southern seaboard, we are steadfast in our commitment to position the oceans economy as a strategic contributor to economic stimulation and growth. The bulk of South Africa's trade is seaborne and accounts for more than 80% of the country's trade.

5. Accelerating transformation towards greater economic participation

The transformation agenda of the sector must focus on the following objectives:

- Transformation of the South African construction, engineering, aviation, and maritime sectors in line with national transformation imperatives, in a manner that broadens economic participation, economic growth and job creation.
- Strengthening our collective contribution to broad-based black economic empowerment, skills development and the growth of small, medium, and macro enterprises and co-operatives, with a particular bias towards township, dorpie and rural economies.
- Innovation and effective participation in international and multilateral bodies.

The Regulator's five-year strategy must ensure alignment with the applicable outcomes of the DoT.

7. PART B: OUR STRATEGIC FOCUS

Vision

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.

Values - STIC

Value	Attributes
Service excellence	Service delivery ahead of customer expectations, striving to always exceed customer expectations.
Teamwork	Working together and taking joint responsibility and accountability for the results.
Integrity	Maintain high ethical standards and engage others professionally, without any bias and in transparent manner that engenders trust amongst all our stakeholders.
Collaboration	Working with our stakeholders to achieve mutually beneficial goals.

7.1 Situational Analysis

The global crisis caused by the impact of the COVID-19 pandemic, which disrupted air travel and restricted passenger movement, has crippled the civil aviation industry; resulting in a significant drop in passenger numbers, with some airlines ceasing to exist because of hard lockdowns implemented by the governments across the world.

For the African continent, IATA had projected that African airlines would deliver a \$0.1 billion loss (unchanged from 2018), continuing a weak trend into its fourth year. However, few airlines in the region can achieve adequate load factors, which averaged the lowest globally at 60.7% in 2018. Overall, industry performance has been badly affected and these projections had to be revised, as dictated by the new reality of COVID-19.

- IATA reports that international revenue passenger-kilometres (RPKs) contracted by 70.3% in November 2020 year-on-year, largely the same as the 70.6% decrease in October 2020. The resurgence of the virus and associated restrictions weighed on the air travel recovery progress across many domestic and international markets. Europe remained the most severely impacted region due to strict containment measures, but recovery started to accelerate in Latin America. RPK on the African continent contracted by 75.6% year-on-year. Traffic in Asia Pacific remained muted, with domestic outcomes ranging from back to pre-crisis demand in China, to no clear rebound in Australia. Regional differences are explained by divergences in new COVID cases and government responses. The rebound in economic activity is also patchy, with certain sectors performing strongly while others double-dipped.
- IATA predicts that airline passenger revenues will fall by little more than 60% in the 2020 calendar year. Social and economic immobility caused by COVID-19 will take longer to recover than what was originally expected and a recovery to 2019 (pre - COVID levels) will not occur before 2024. IATA reports that the restart of travel in the second half of 2020 was even slower than expected, driven in part by a slow return to international flights. The recovery of air travel depends on several factors, namely:
 - a. The flattening of the COVID-19 contagion curve across the world, which would mostly guide measures for the lifting of travel restrictions between countries.
 - b. Recovery of consumer confidence in travel, which might again be affected by some countries' proposed quarantine measures for international visitors.
 - c. The various lock down levels implemented by various countries and the opening of the economies of each country, with the possibility of waves of reinfection in these countries after lifting lockdown restrictions.
- Equally, the Airports Council International (ACI) states that the impact of COVID-19 on the airport business reveals that the global airport industry will record a reduction of more than 6 billion passengers by the end of 2020 compared to the pre-COVID-19 forecast for 2020, representing a decline of 64.2% of global passenger traffic. Global passenger traffic in the first half of 2021 will remain severely affected as vaccination campaigns are rolled out and organised. Major logistical challenges will need to be addressed, mainly relating to cold chain logistics, distribution capabilities and air cargo capacity. Global passenger traffic volume for the first half of 2021 is forecasted to reach 2.2 billion; a slim 20% increase compared to the same period in 2020. The second half of 2021 will see a much stronger uptick, reaching more than 3.5 billion passengers, more than double the passenger volume for the same period in 2020. A second wave of COVID-19 infections is currently creating havoc internationally, and it remains unclear what the impact will be.

Most recently, Africa's initiative to boost regional integration came into effect in July 2019. The African Continental Free Trade Area (AfCFTA) agreement, which plans to expand regional trade by 54% by cutting tariffs on 90% of goods traded across the continent to zero, has entered the implementation phase. For aviation, the AfCFTA, together with other continental initiatives, including the Single African Air Transport Market, will be a game changer in stimulating intra-Africa trade, if fully implemented. These complimentary instruments are expected to stimulate demand for air travel and trade, unlock the poor connectivity issues on

the continent, result in the upgrading of transport infrastructure as well as increase the diversification of economies, which have traditionally relied on abundant natural resources. All these are dependent on the recovery from the pandemic, which is well anticipated to commence in 2021 as the vaccine is rolled out by countries in efforts to manage the COVID-19 pandemic.

For the local aviation industry to expand and fulfil its potential, the government, the Regulators, and operators must collaborate to ensure that the aviation industry is well set to recover and capitalise on the opportunities presented by the pandemic. Technology and innovation will certainly play a pivotal role in simplifying processes and making air travel more attractive to the masses.

7.2 External Environment Analysis

Environmental scanning is a constant and careful analysis of the internal and external environment of an organisation to detect opportunities, threats, trends, important lessons, and weaknesses that can impact the current and future strategies of the organisation. Environmental scanning is an important part of the SACAA's strategy review process, as it is the responsibility of an organisation to keep a check on things that can negatively affect their business and their consumers.

This is the reason why management continues to use both the PESTLE and SWOT tools as detailed below. Used in the development of the new 5-year strategy, the organisation reviewed the validity and relevance of factors identified in the previous year and identified additional factors.

PESTLE

Political Factors

	Impact on the SACAA	Impact
Change in government policies such as privatisation of State-owned airlines and financial support	May affect the growth of the aviation industry.	-
Delays in finalising policy reforms such as the National Civil Aviation Policy.	Changes / pronouncements in the NCAP impacting SACAA operations.	-/+
Treasury policies e.g., PFMA procurement rules that apply to public entities like the SACAA, who are not dependent on the fiscus.	Prohibitive directives that do not consider the SACAA's unique operating environment and circumstances that impacts on the retention of critical and scarce skills as an example.	-
Global and regional political instability (e.g., terrorism and conflict).	Aviation activity will decrease and affect SACAA revenue.	-
Reluctance of some countries to cooperate in terms of information-sharing owing to security sensitiveness.	The achievement of interoperability and harmonisation of air transport.	-
Regionally, politically stable relationships with external State structures like the SADC, BRICS, AU, etc.	Will impact on the growth of civil aviation business.	+
Introduction of prohibitive travel legislation e.g., Visa laws	Passenger movements will decrease especially from tourism.	-
Industrial action and community protests.	An impact on staff movements to the workplace, etc.	-
High rate of unemployment and crime.	This impacts passenger numbers as the propensity to fly diminishes.	-
Economic Factors	Impact on the SACAA	Impact
The global economy and the current US / China trade war leading to instability in the exchange rate and the oil price.	Negative growth of the civil aviation industry will reduce revenue.	-
The decline in the country's GDP.	Economic robustness of airlines, especially South African Airways, is an important factor, as is the range of economic factors that can affect the propensity of people to spend/ fly.	-
Dependence on fossil fuels makes the industry vulnerable to supply shortages and rising prices.	Growth and development of the aviation industry.	-

Exchange rate fluctuations in foreign currency.	Financial sustainability and the execution of the SACAA's regulatory functions may be affected. Impacts the cost of aircraft while a poor ZAR/USD exchange rate increases the number of foreign visitors.	-/+
Waning sustainability of airlines.	The SACAA's revenue may decrease as a consequence, due to the dependence on the Passenger Safety Charge (PSC).	-
Low commodity prices in emerging markets.	Adverse impact on SACAA revenue.	-
Reduced disposable income, affecting propensity to fly.	The SACAA revenue may decrease as a consequence, due to the dependence on the Passenger Safety Charge (PSC).	-
Stronger government fiscal controls.	Will have a positive economic impact on the industry, in terms of better service excellence.	+
Macro-economic policy certainty.	Exchange rate fluctuations affect tourism and passenger movements in the aviation industry.	-
Fiscal constraints can have an adverse impact on SACAA revenue streams, as they control how much SACAA can increase in passenger safety charges.	This may not match increases in the SACAA operating expenses.	-
Global economic meltdown e.g., because of pandemics such as COVID-19.	Decrease in passenger numbers and the movement of goods between countries.	-
Barriers to entry in the aviation industry e.g., high set-up costs, stringent regulatory requirements, and stiff competition.	Lack of growth and transformation of the civil aviation industry.	-
Reduced travel patterns and aviation activity.	Lack of revenue for the SACAA and industry growth. The SACAA may be required to stretch current human and financial resources to deliver on the mandate.	-
A negative credit rating of the country.	Reduced investment in the country thereby affecting the growth of the industry.	-
Industrial action and community protests.	An impact on staff movements to the workplace, etc.	-
High rate of unemployment.	This impacts passenger numbers as the propensity to fly diminishes.	-
Social Factors	Impact on the SACAA	Impact
Inequality.	Discrimination and inequality (particularly race, gender, and disability) cause instability that invites protests and strikes, potentially rendering SACAA's regulatory function compromised.	-
Industrial action and community protests.	Business environment adversely affected, and this leads to low / disrupted productivity and service.	-

<p>High rate of unemployment and crime.</p>	<ul style="list-style-type: none"> • Unemployment leads to poverty. • Impacts the propensity of the public to travel due to lack of funds. • Adverse impact on economic growth and productivity. • SACAA officials may be exposed to bribery by unscrupulous members of the industry. • Crime perceptions deter tourists. 	-
<p>Spread of communicable diseases, e.g., COVID-19, Zika virus, Ebola.</p>	<p>Decreased aviation activity which affects tourism and passenger numbers.</p>	-
<p>Lack of transformation of the civil aviation industry.</p>	<p>Prohibits new entrants into the civil aviation industry thereby impacting the growth of the industry and demographic representation of the industry.</p>	-
<p>Changing workforce ecosystem.</p>	<p>Inability to meet the future South African Aviation professional requirements and Transport Charter requirements.</p>	-
<p>Globalisation.</p>	<p>Diversity and agility in workplaces.</p>	+
<p>Rise in substance abuse by aviation personnel.</p>	<p>The fight for limited skills, putting developing countries on the back foot with regards to first world countries with stronger currencies and non-taxable salaries. Impacts the safety record of airlines and therefore the safety of South African skies.</p>	-
<p>Covid-19 impact</p>	<p>Mental health challenges.</p>	-
<p>Increase in poor management of health cases within the SACAA and the industry.</p>	<p>Absenteeism and productivity are affected.</p>	-
<p>Lack of aviation education.</p>	<p>High cost of training and development for South Africans and the Region.</p>	-
<p>Prevalence of racial prejudice in the aviation industry.</p>	<p>Disrespect of SACAA officials which affects industry growth and creates a barrier to entry.</p>	-
<p>Technological Factors</p>	<p>Impacts aviation compliance. Unwarranted attacks on the Regulator distracting her from fulfilling its core mandate.</p>	-
<p>The 4th Industrial Revolution (4IR)</p>	<p>Impact on the SACAA</p>	Impact
<p>The introduction of new technology such as Unmanned Aerial Vehicles (UAV) and / or Remotely Piloted Aerial Systems (RPAS).</p>	<p>Level and speed of adaptation to innovation and technology is critical.</p>	+
<p>Cyber security threats.</p>	<ul style="list-style-type: none"> • Technology is likely to play an increasingly important role in how the SACAA brings its product / services to the market. • Upskill human resources to be conversant with the technological advancements. 	+
<p>Rapid advancement of technology especially Artificial Intelligence and Robotics.</p>	<p>Cyber threats have an adverse impact on business systems which can create regulatory and confidentiality challenges.</p>	-
	<ul style="list-style-type: none"> • New developments and technologies will require revised processes and skill sets within the SACAA. • Cyber security attacks. 	-

Research and development to respond to technological advancements	<ul style="list-style-type: none"> • Timely regulations that correspond to the changing operating landscape • Calls for innovation in the way the SACAA regulates 	+
Accelerated digitalisation.	High dependency on technology as a primary work tool	+
Legal and Regulatory Factors	Impact on the SACAA	Impact
Proposed Civil Aviation Amendment Bill 44, 2018.	Will enhance regulatory practices and result in revisions to some business operations and business processes.	+
Amendments to existing or the introduction of new legislation, e.g., the amendment of the Immigration Law, introduction of the POPI Act, PAIA Act, taxation laws, B-BBEE transport codes, Air Services Bill and Labour laws, environmental laws.	Adverse reactions from affected parties or possible litigation.	-
Growing privatisation or commercialisation of historical State functions (self-regulation).	The role of the SACAA as a National Regulator may be negatively affected.	-
Environmental Factors	Impact on the SACAA	Impact
Changing global environmental factors including but not limited to weather patterns, water scarcity, energy, etc.	Adverse impact on aviation sector due to flight operations suspensions and effect on the safety of passengers, aircraft, and staff.	-
Introduction of Global Market-based Measures.	May improve in global aviation environmental protection and development of relevant standards.	+
Aviation infrastructure that meets acceptable environmental laws, e.g., Green airports.	New policies and taxes on carbon emissions will also have an impact on the industry.	+

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong, stable, young, and transformed leadership focused on delivering the mandate. • Defined customer service standards. • SACAA brand visibility on social media platforms. • Structured industry forum meetings. • Relationship management with stakeholders • A strong local and global reputation. • Strong, favourable international footprint. • A resilient organisation. • Effective and appropriate civil aviation legislation • Highly skilled human capital. • Transformed organisation. • Consistently high performing public entity e.g., 100% APP achievement since AG started auditing the SACAA. • Strong internal control environment with consistent unqualified audit opinions and clean audits since AG started auditing the SACAA. • Good governance and ethical organisation. • Rated among the top 100 Employer of Choice in South Africa by university students. • Continuous investment in human capital development. • Attained above-world-average Effective Implementation of ICAO critical elements. • Trusted and recognised as an expert Aviation Regulator by peers. • A benchmark for the Region • Effective regulatory oversight 	<ul style="list-style-type: none"> • Limited integration of automated systems and records to manage customer transactions. Inconsistencies in complying to the customer service standards. • Inadequate information data analytics. • Information leakages to both the media and industry may sabotage the work being done to improve the image of the organisation. • Overreliance on Passenger Safety Charge (PSC). • Lack of fit-for-purpose office space. • Limited financial resources because of COVID-19 which negatively impacts the long-term organisational sustainability and development. • Inadequate IT systems and cyber security
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Educating the flying community about the value the SACAA brings to its clientele would show SACAA as providing real value in the execution of its mandate. • The SACAA's improving regional and global standing positions the Authority as thought leaders in various civil aviation specialised areas e.g., safety, security, and environmental matters. • Improve oversight on general aviation. • Optimise customer service processes using new technology platforms. • Re-skilling towards a future work ecosystem. • Promote growth, development, and transformation of the civil aviation industry. • Continue enhancing regional cooperation and collaboration. • Increasing the national footprint and visibility of the SACAA • Automation of SACAA processes and systems. • Improve the country's compliance rating with ICAO's safety and security audit programmes. • Adopt flexibility of working arrangements • The introduction of flexible client service hours • Explore the structural arrangements of independent functions with the Executive Authority • Multilateral / bilateral / recognition agreements with counterparts in other States. • Work life integration optimisation • Promulgation of the Civil Aviation Amendment Bill will ensure that the collection of the PSC is achieved. • Fit-for-purpose office space considering hybrid model – remote & physical • Improved organisational agility. • Leverage on innovative solutions to ensure that the organisation remains relevant and sustainable 	<ul style="list-style-type: none"> • Legal liabilities arising from litigation against the SACAA. • Terrorism (innovative and adaptive). • Volatility of airlines industry affecting the SACAA revenue. • Unavailability of critical skills in the aftermath of COVID-19. • Failure by airlines to pay over the PSC collected on behalf of the Regulator. • Political and social unrest impacting SACAA's delivery on the mandate. • Outbreak of future COVID-19 variants (e.g., Lambda & Epsilon), future pandemics and opportunistic diseases impacting on organisational sustainability. • Delays in the approval of tariff increases. • Global skills shortages impacting on the SACAA's ability to attract scarce and critical skills. • Lack of effective implementation of the POPIA.

7.3 Internal Environment Analysis

The development of the 2020/21 – 2024/25 Strategic Plan, entailed both a bottom-up approach as well as a top-down approach. The employees were engaged intensively and consulted rigorously on the value creation for the SACAA client, the flying public, and other relevant stakeholders whom we serve. This reflective engagement included self-introspection as an organisation on how the SACAA can deliver better on the Regulator's mandate, taking into consideration all micro and macro factors affecting the business.

More importantly was the question as to what impact the SACAA would like to see itself have on the world, the region and on the local environment. Having identified all the organisational strengths and weaknesses, the key themes for the internal organisation on which to focus and improve, include the following:

1. Customer-Centricity

- a. Building a customer-centric culture, that seeks to provide effective regulation through partnership with the industry.
- b. The improvement of internal processes to reduce delays, red tape, and bureaucracy.
- c. The SACAA is mandate-driven, seeking to deliver services according to the responsibility and accountability afforded to the organisation by the State. The discharging of these critical functions ensures that South Africa achieves its national plans and outcomes of being a capable State.

2. Building organisational Capability and Capacity

- a. We are facing a changing business and aviation sector environment, with the advent of the Fourth Industrial Revolution (4IR), and this provides relevant opportunities to transform the organisation, review traditional methods, reskill the workforce to ensure relevance and the provision of associated capabilities to deliver on the SACAA mandate.
- b. Review of organisational processes to be more responsive to the business imperatives and ultimately provide a good customer offering.
- c. Automation of business processes to simplify regulatory processes and make it seamless to transact with the SACAA.
- d. Building an organisation that can continue serving its customers anywhere and at any time speaks to the organisation being resilient and agile and this is the type of organisation that is being targeted through this strategy.

3. Holistic Administration and governance Factors

- a. The role of the Regulator involves administrative functions and actions, which require the efficient and effective management of all resources employed. In the quest to remain financially stable, the operational elements of the business must be conducted in a cost-effective manner that is sensitive to the commercial factors impacting our stakeholders. There is a strong correlation in the compliance to statutory, financial, legal, and other administrative factors with financial sustainability. Internally, we seek to optimise internal operations, without affecting the quality of work.
- b. Following an intensive staff engagement in the development of the organisation's five-year strategy, the review of the Strategic Plan and development of the 2021/22 Annual

Performance Plan process targeted the middle management with a view to reviewing the immediate impact of the first year of implementation on the operational environment. It is against this background that management confirmed both the strategic outcomes of the organisation and the proposed annual performance plan targets.

8. PART C: MEASURING PERFORMANCE

The core thrust of the Strategic Plan is to create a results-based and value-based plan that delivers impact. To enable this, the organisation has engaged rigorously to define the impact statement, which will be the guiding force of all the outcomes for the next five years. The impact statement is aligned to the core mandate of the organisation and has also been widely consulted with the key stakeholders.

8.1 Measuring the Impact

IMPACT STATEMENT

Safe, secure, efficient, and sustainable civil aviation oversight system that contributes to industry development and socio-economic growth.

8.2 Measuring Outcomes

The key to achieving strategy execution lies in the effectiveness of measuring outcomes. The SACAA has designed key priorities, aligned to the long-term vision to enable the delivery of safer skies. The outcomes have been selected against the backdrop of understanding the driving forces of the business environment, the analysis thereof, emerging issues, risks, and the changing needs of a variety of stakeholders.

While there can be many competing priorities, it was important for the organisation to provide the rationale for the strategic choices and the reasons for the selection of these factors.

The selection of the defined outcomes was driven by the SACAA mandate, and the responsibility placed on the organisation by the State. This is closely supported by the value creation for key stakeholders. There is a provision for the selection rationale for each of the Outcomes, presented in Table 2 below.

The SACAA has thoroughly consulted with all the relevant stakeholders to select the following Outcomes that inform the Strategic Thrust in the next five years:

8.3 Defining Outcomes for 2022 – 2027

The Board has confirmed the below strategic outcomes as relevant to take the organisation to the next level of performance:

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 governance and organisational effectiveness

8.4 Alignment between the SACAA Outcomes, DoT Outcomes and the NDP

As a public entity reporting to the Department of Transport, it is important that the SACAA takes its cue from the government priorities as well as the outcomes of the Department. Below is an alignment drawn between the SACAA outcomes, the DoT outcomes, and the government Apex Priorities.

No.	NDP PILLARS	APEX PRIORITIES	SACAA OUTCOMES	DoT OUTCOMES	SACAA OUTCOMES
1	A capable State	Building a capable, ethical, and developmental state.	Sustained good governance and organisational effectiveness. Financial sustainability.	Public transport that enables social emancipation and an economy that actually works.	Financial Sustainability. Sustained good governance and organisational effectiveness.
2	A strong and inclusive economy	Economic Transformation and Job Creation.	Enhanced human capital management.	Accelerating transformation towards greater economic participation.	Enhanced human capital management.
3	Capabilities of South Africans	Education, Skills and Health.			Improved stakeholder engagement and service excellence.
4	Capabilities of South Africans	Consolidating the social wage through reliable and quality basic services.	Improved stakeholder engagement and service excellence.	N/A	N/A
5	Capabilities of South Africans	Spatial integration, human settlements, and local government.	N/A	Public transport that enables social emancipation and an economy that actually works.	Innovation and technology management.
6	Capabilities of South Africans	Social cohesion and safe communities.	Strengthened safety and security oversight system.	Safety as an enabler of service delivery.	Strengthened safety and security oversight system.
7	A Capable State	A better Africa and World.	Improved stakeholder engagement and service excellence.		

8.5 Explanation of planned performance for 2022/23 – 2026/27 Contribution of Outcomes to achieving Mandate, Impact and APEX Priorities

The organisation identified the contribution of each Outcome to achieving the entity's mandate, the Impact, the 7 APEX Priorities and other key policy goals. The organisation also identified enablers to achieve the five-year targets, and how the outcomes contribute to the achievement of the Impact. Below are the contributions aligned to each outcome:

Table: Selection criteria and supporting statements for each Outcome

Outcome 1:	Strengthened Safety and Security Oversight System
Outcome's contribution to the achievement of Mandate.	It will ensure that we effectively carry out our mandate and reduce the General Aviation accident rate and maintain the rate of zero fatalities in scheduled airline operations. It will improve industry compliance, foster growth in the industry and contribute to the ICAO audits of Effective Implementation.
NDP and APEX Priorities. Women, children, youth, and persons with disabilities.	It will enhance the sustainability of the industry, support competitiveness, and maintain safety and security.
Other policies	Facilitate movement of people and goods through a reliable air transport system. Inclusive, non-discriminatory society. Reduce fatalities.
Explanation of enablers to achieve the five-year targets.	National Civil Aviation Policy. It will improve the regulatory legal framework.
How will this Outcome contribute to the achievement of the Impact?	Resources, political will, partnerships and collaboration, budget availability. It will enable a safe and secure aviation sector and a reputable state aviation oversight administration. It will have a direct influence on impact and ensure sustainability as well.
Outcome 2:	Financial Sustainability
Outcome's contribution to the achievement of Mandate.	Financial Sustainability It will enable the execution or fulfilment of the core mandate in relation to employment and infrastructure and maintain and enhance the SACAA's oversight capability. It will also enable the retention of scarce resources through competitive pay.
NDP and APEX Priorities. Women, children, youth, and persons with disabilities.	It will support economic growth and opportunities, reduce unemployment, and support transformation and job creation.
Other policies.	It will enable increased direct B-BBEE spend on women, youth, and persons with disabilities through e.g., the identification of suppliers meeting these criteria. It will enable investment in suppliers and enterprise development for these vulnerable groups.
Explanation of enablers to achieve the five-year targets.	It will support compliance with PFMA and National Treasury. It will also support the achievement of economic policies and B-BBEE. Enablers include availability of budget, diversified revenue streams, increased passenger numbers and a stable economy.
How will this Outcome contribute to the achievement of the Impact?	Financial sustainability is critical to the maintenance of an effective safety system. It will enable a sustainable organisation.

Outcome 3:	Enhanced Human Capital Management
Outcome's contribution to the achievement of Mandate.	This will enable the SACAA to perform on the aviation safety and security mandate effectively through a skilled workforce. Skilled human capital will lead to improved capacity and productivity, supporting economic growth. It will support delivery on government priorities, aviation connectivity, tourism, trade economy etc. APEX priority 3: Education and skills.
Women, children, youth, and persons with disabilities.	Outcome can be focused on vulnerable groups. There is scope to bring transformation to the sector by ensuring that those previously marginalised persons can effectively contribute to the development of the economy. The outcome should reach both children (promotion of civil aviation careers) and women and persons with disabilities (skills development). Empowerment of designated groups, children, youth, poverty alleviation. Improves employability.
Other policies.	Transformation, representation, skills development policies, National Civil Aviation Policy (NCAP) (White Paper), labour, Basic Conditions of Employment Act (BCEA).
Explanation of enablers to achieve the five-year targets.	Funding/budget and resources, collaboration, culture, leadership. Broad-Based Black Economic Empowerment (B-BBEE), Skills Development Act (SDA), Employment Equity Act (EEA).
How will this Outcome contribute to the achievement of the Impact?	A skilled and competent workforce will contribute to safety. Build a pipeline of a competent and capable workforce through diversity. Safety requires education/awareness and a skilled workforce.
Outcome 4:	Innovation and Technology Management
Outcome's contribution to the achievement of Mandate.	This will enable the SACAA to proactively respond to the changing business environment due to technological shifts, while addressing the stakeholder needs of efficiency, agility, and client-centricity.
NDP and APEX Priorities.	Pillar 2 and 3 of the NDP: Capable South Africans and a capable State respectively.
Women, children, youth, and persons with disabilities.	Facilitate reskilling of the organisation and providing opportunities to previously marginalised groups to take new opportunities.
Other policies.	National 4IR frameworks and policies, skills development.
Explanation of enablers to achieve the five-year targets.	Investment into technology infrastructure, skills development, and research resources.
How will this Outcome contribute to the achievement of the Impact?	The redesign of the business process to ensure agility both in and outside of the organisation will deliver great value to the stakeholders, saving time and ensuring service excellence. Research and development strategy.
Outcome 5:	Improved Stakeholder Engagement and Service Excellence
Outcome's contribution to the achievement of Mandate.	Quicker turnaround, improved safety management, better fit – economic growth, industry growth, greater voluntary compliance, safer skies. Regional cooperation participation. Contributes to the development of the aviation industry. Position on continent enhanced. Delivers on the interests and expectations of all stakeholders.
NDP and APEX Priorities.	Faster economic growth, stakeholder needs are ensured. Ensure all citizens can access a safe and reliable air transport system. Safe skies for all in South Africa. Pillar 2: Capabilities of South Africans. Economic inclusion. Transform the economy. Regional support initiatives. Contributes to African Union vision of "No country left behind".

Women, children, youth, and persons with disabilities.	Needs of vulnerable groups catered for through engagement and solutions provided to make it feasible for all groups to use air travel as an alternative mode of travel. This will bring about balance regarding gender and equality for persons with disabilities. Enable the focus and programme of improving the lives of vulnerable groups.
Other policies	Service excellence aspect. Batho Pele. B-BBEE. EE Act. SDA. PFMA. King IV™.
Explanation of enablers to achieve the five-year targets.	Financial resources – increases, rewards, etc. Budget. (A disabler is PFMA). Specialised human capital. Finances. Resources. Social and economic policies and financial viability. Leadership.
How will this Outcome contribute to the achievement of the Impact?	Helps sustainability and socio-economic development. Reduced accidents. Sustainable air transport system. Responsible regulatory oversight leads to thriving social, economic, and environmental factors.
Outcome 6:	Sustained good governance and organisational effectiveness
Outcome's contribution to the achievement of Mandate.	Regulatory oversight responsibilities of the SCAA require good corporate governance to achieve the objects of the CAA Act, 2009 (Act No. 13 of 2009). Compliance, sound decision-making, transparency. Compliance with King IV™.
NDP and APEX Priorities.	Aligned to APEX priority 1: Capable, ethical, and developmental state and NDP pillar 3: A Capable State, and a Better South Africa and World. Good corporate citizen.
Women, children, youth, and persons with disabilities.	Equal opportunities, equal rights. Corporate governance creates value for all stakeholders. Good corporate governance therefore serves the obligations and accountability of SCAA towards achieving the developmental objectives of the State. Corporate social responsibility.
Other policies	National Civil Aviation Policy. Transport policies. Compliance with PFMA and NT regulations.
Explanation of enablers to achieve the five-year targets.	Legislation, policies, procedures, technology, shareholder buy-in, awareness and training, compliance, audits, culture.
How will this Outcome contribute to the achievement of the Impact?	Governance promotes sustainability. Good corporate governance will ensure that the right systems and processes are in place. To deliver a reliable and safe oversight system requires good governance. Proper decision-making.

8.6 Outcome Indicators

Outcome	Outcome Indicators	Rationale for choice of Outcome Indicators
1. Strengthened Safety and Security Oversight System	Number of fatal accidents in scheduled airline operations.	There is a need to ensure that we continue to maintain the accident-free record in scheduled airline operations.
	Number of fatal accidents in General Aviation.	Reduce the number of fatal accidents in General Aviation.
	Number of accidents in General Aviation	Reduce the number of accidents in General Aviation.
	Number of RPAS infringements into controlled airspace.	The integration of RPAS into the airspace could lead to infringements with commercial aircraft; there is therefore a need to ensure that RPAS are integrated safely into the controlled airspace. RPAS will be integrated into the controlled airspace over the next five years. Policy and implementation.
	Number of successful cyber-attacks.	With continued innovation, the risk of cyber-attacks is heightened.
	Number of landside incidents at international airports.	Due to increased airspace security, terrorists are targeting landside.

	<p>Percentage of Effective Implementation (EI) in relation to Safety Oversight.</p> <p>Percentage of EI in relation to Security Oversight.</p> <p>Percentage increase in revenue collection. Percentage reduction of operating costs.</p> <p>Percentage growth in FIU revenue.</p> <p>Number of months of operating costs covered by cash reserves.</p> <p>Cover ratio for critical, scarce and leadership positions.</p> <p>Cover ratio for skills impacted by 4IR.</p>	<p>Increased EI will lead to improved results and improved reputation.</p> <p>Increased EI will lead to improved results and improved reputation.</p> <p>Ensure sustainability in order to carry out mandate. Compliance with treasury instructions. Sustainability.</p> <p>Capital-intensive. Loss-making.</p> <p>To ensure that the entity is sustainable over time.</p> <p>To create a sufficient and ready pool of qualified human capital.</p> <p>To ensure agility in the 4IR.</p>
2. Financial Sustainability	<p>Percentage of engagement levels.</p> <p>Percentage of women in transformation programmes (bursaries, trainees, internships).</p> <p>Percentage of youth in transformation programmes (bursaries, trainees, internships).</p> <p>Percentage of Persons with Disabilities in transformation programmes (bursaries, trainees, internships).</p> <p>Productivity index optimisation.</p> <p>Turnover rate (voluntary terminations)</p> <p>Business process redesign.</p> <p>Business intelligence capability (data analytics tools and techniques).</p> <p>Percentage of system reliability.</p> <p>Percentage of automation of manual operations and systems upgrade.</p> <p>Number of times there are successful cyber-attacks.</p> <p>Customer satisfaction index.</p>	<p>To attract and retain critical talent.</p> <p>To build a pool of qualified human capital and to contribute to transformation.</p> <p>To build a pool of qualified human capital and to contribute to transformation.</p> <p>To build a pool of qualified human capital and to contribute to transformation.</p> <p>To optimise productivity of the workforce for sustainability.</p> <p>To retain critical staff.</p> <p>To review all business processes and reduce inefficiencies, bureaucracy, and non-value-adding processes.</p> <p>To streamline all information and data in the organisation in a centralised manner to support smarter business decisions and effective reporting mechanisms.</p> <p>To ensure that business continuity and service level standards are met.</p> <p>To ensure efficient service excellence.</p> <p>To build cyber resilience against threats.</p> <p>To ensure that the SLA measurements are met. Ensures that the Regulator's mandate is met.</p> <p>Speaks to ICAO "No Country Left Behind", talks to a better Africa and World.</p> <p>Talks to the APEX priorities, NDP, enhances reputation, builds capacity.</p>
3. Enhanced human capital management		
4. Innovation and technology management	<p>Number of countries where regional support initiatives are offered.</p> <p>Number of learners in all provinces enrolled in transformation initiatives per year (e.g., career awareness / Maths and Science education campaigns).</p>	
5. Improved stakeholder engagement and service excellence		

	Number of socio-economic development programmes.	Aligns with the APEX priority relating to women, youth and persons with disabilities, poverty alleviation, addresses unemployment, and reduces the inequality gap.
	Number of supplier and enterprise development initiatives.	Compliance with national legislation, equity, transformation, and inclusivity in terms of economic growth.
	Increased engagement with stakeholders on core mandate.	Increased effectiveness of the relevant government departments, agencies and aviation industry regarding SACAA's core mandate.
6. Sustained good governance and organisational effectiveness	Percentage compliance with PFMA and National Treasury prescripts.	Speaks to credibility of the regulator, builds trust and confidence, ensures compliance as a regulator in terms of a Schedule 3A entity, improved reputation, transparent and accountable decisions. Reduces audit findings. Improves the standing of the SACAA, both globally and locally.
	Improved Auditor-General audit report.	Speaks to credibility as a regulator, builds trust and confidence, ensures compliance as a regulator in terms of being a schedule 3A, ensures delivery of the mandate, improved reputation, increased confidence, transparent and accountable decisions, measures compliance, and demonstrates good governance.
	Percentage closure of Internal Audit significant Findings.	Ensures proper decision-making, accountability, responsible regulator, and talks to increased compliance and internal control.
	Percentage APP Performance.	Ensures delivery on the core mandate, creates value for stakeholders, creates shareholder confidence, and ensures compliance to legal prescripts.
	Percentage ISO major findings closed	Strengthens the quality management system and ensures organisational effectiveness.
	Percentage Ethics Plan implemented	Ensures ethical conduct among employees and industry.
	Percentage Fraud and corruption plan implemented	Ensures a corruption-free organisation.

8.7 Measuring Outcomes

Outcome	Outcome Indicators:	Baseline in 2019	2020/21 Status	5-year target
1. Strengthened safety and security Oversight System.	Number of fatal accidents in scheduled airline operations.	0	0	0
	Maintain a Positive Safety Oversight Index in all areas.	+1	+1	+1
	Number of fatal accidents in General Aviation.	20	16	50% Reduction (10)
	Number of accidents in General Aviation.	98	97	50% Reduction (49)
	Number of RPAS infringements into controlled airspace.	11	11	0
	Number of cyber-attacks.	0	0	0
	Number of landside incidents at international airports.	3	3	0*
2. Financial sustainability.	Percentage of EI in relation to Safety Oversight.	87%	88,68%	90%
	* These are emerging threats.	83%	83%	90%
	Percentage increase in passenger numbers.	0.5%	-78,8%	**Minimum 1% increase per annum

		0	10,5% 2,5 months	Decrease 2% of baseline 6 months
	Percentage reduction in operating costs	0		
	Number of months of operating costs covered by cash reserves	6	2,5 months	
	Percentage increase in revenue	N/A	-39,6%	6%
	** Subject to COVID-19 impact.			
3. Enhanced human capital management.	Cover ratio for critical, scarce and leadership positions.	1:1	1:1	2:1
	Cover ratio for skills impacted by 4IR.	0:0	0:0	1:1
	Percentage of staff engagement levels.	65%	65%	70%
	Percentage of women in transformation programmes (e.g., bursaries, trainees, internships).	47%	47%	50%
	Percentage of youth in transformation programmes (e.g., bursaries, trainees, internships).	100%	100%	100%
	Percentage of Persons with Disabilities in transformation programmes (bursaries, trainees, internships).	0	0,5%	3%
	Productivity index.	Zero	Zero	Productivity matrix
	Turnover rate (voluntary terminations)	3%	3%	6%
	Business process redesign.	Not Known	27%	100%
	Business intelligence Maturity Assessment and capability development.	Unknown	Unknown	Maturity level 3
4. Innovation and technology management.	Percentage system availability.	90%	90%	95%
	Percentage automation of manual operations.	40%	40%	95%
	Recovery response time, following a cyberattack.	6 days	6 days	2 days
	Customer satisfaction index.	Not Established	Not Established	75%
	Number of countries where regional support initiatives are being offered.	3	1	14
	Number of learners in all provinces enrolled in transformation initiatives per year (career awareness/Maths & Science education campaigns).	40 000	*0	60 000
	Number of socio-economic development programmes.	2	2	3
	Number of supplier & enterprise development initiatives.	3	4	10
	Percentage compliance with PFMA.	90%	100%	100%
	AG Audit Opinion.	Unqualified and no material findings	Unqualified and no material findings	Unqualified and no material findings
5. Improved stakeholder engagement and service excellence.	Percentage closure of significant Internal Audit findings.	69%	95%	95%
	Percentage APP Achievement.	100%	100%	100%
	Percentage ISO major findings closed	80%	80%	90%
	Percentage Ethics Plan implemented	Not measured	90%	100%
	Percentage Fraud and corruption plan implemented	Not measured	Zero Tolerance	Zero Tolerance
6. Sustained good governance and organisational effectiveness.				

8.8 Outcomes, Outputs, Performance Indicators and Targets

N O	Outcome	Outputs		Output Indicators		Audited / Actual Performance		2021/22		Estimated Performance		MTEF period – Annual Targets				
		2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27					
1	Strengthened safety and security oversight system.	Cyber Security Strategy Implemented.	N/A	N/A	Industry Cyber Security Strategy approved.	90% Phase 1 of Industry Cyber Security Strategy implemented.	Implement 95% of Phase 2 of the Industry Cyber Security Strategy.	Implement 100% of Phase 3 of the Industry Cyber Security Strategy.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
2		Civil Aviation Safety Plan (CASP) implemented.	N/A	N/A	Aviation Safety Plan approved.	ExCo approved Civil Aviation Safety Plan project plan. 90% CASP implemented.	Implement 95% of Phase 2 of the Civil Aviation Safety Plan (CASP).	Implement 100% of Phase 3 of the Civil Aviation Safety Plan (CASP).	N/A	N/A	Review the Civil Aviation Safety Plan (CASP).	Implement 90% of Phase 1 of the revised Civil Aviation Safety Plan (CASP).	Implement 95% of Phase 2 of the revised Civil Aviation Safety Plan (CASP).			
3		Risk-based oversight model implemented.	N/A	N/A	Risk-based oversight model approved.	RBO implementation plan developed. 90% Y1 RBO plan implemented.	Implement 100% of the Y2 implementation plan of the Risk-based Oversight model.	Review the RBO model and address any gaps in the system.	Full implementation of the RPBO system to automate the RBO model.	N/A	N/A					
4,5		Civil Aviation Pandemic Preparedness Plan implemented.	N/A	N/A	N/A	Civil Aviation Pandemic Preparedness Plan reviewed.	Develop a project plan to operationalise SAAA-specific responsibilities in the Civil Aviation Pandemic Preparedness Plan.	Implement 100% of the Civil Aviation Pandemic Preparedness Plan.	N/A	N/A						
6,7		N/A	N/A	N/A	N/A	Regional Examination concept document developed.	Implement 80% of the project plan.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6,7		Security Culture Plan implemented.	N/A	N/A	N/A	Security Culture Plan developed. 90% of the plan implemented.	Develop and Implement 100% of Y2 of the Security Culture plan.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8		Successful ICAO USAP CMA.	N/A	N/A	Peer Assessment Corrective Action Plan (CAP)	A Peer Assessment USAP CMA	Attract no Significant Security Concern (SSeC) in the ICAO USAP CMA.	Develop ICAO USAP CMA CAP and close 60% of the ICAO USAP CMA CAP findings as per the approved CAP.	Close 80% of the ICAO USAP CMA CAP findings as per the approved CAP.	Close 90% of the ICAO USAP CMA CAP findings as per the approved CAP.	Close 100% of the ICAO USAP CMA CAP findings as per the approved CAP.					

N O	Outcome	Outputs	Output Indicators 2022/23	Audited / Actual Performance					MTEF period – Annual Targets				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
9,10		ICAO USOAP CMA Preparedness plan developed and implemented.	ICAO USOAP CMA Preparedness plan developed.	N/A	ICVM Preparedness plan approved.	Preparedness plan implemented.	ICVM Preparedness Plan revised. 90% of the ICVM preparedness plan implemented.	Develop an ICAO USOAP CMA audit preparedness plan. Implement 80% of the ICAO USOAP CMA preparedness plan.	Develop ICAO USOAP CMA CAP and implement 60% of the ICVM CAP.	Implement 70% of the ICAO USOAP CMA CAP	Implement 80% of the ICAO USOAP CMA CAP		
11		State Letter CAP implemented.	Percentage CAP implemented.	N/A	N/A	Gap analysis and State Letter / Regulations CAP developed.	Implement 50% of the corrective action plan to develop regulations and submit to CARCom.	Implement 100% of the corrective action plan to develop regulations and submit to CARCom.	N/A	N/A	N/A		
12		GA Safety Strategy implemented.	Percentage GA Safety Strategy implemented.	N/A	90% Implementation of Phase 1 of the General Aviation Safety Strategy.	90% Implementation of Phase 2 of the General Aviation Safety Strategy implemented and approved by ExCo.	Implement 95% of the Year 3 GA Safety Strategy targets.	Implement 100% of the Year 5 GA Safety Strategy targets.	Revise GA Safety Strategy.	Implement 90% of the Year 1 GA Safety Strategy targets.			
13, 14	Financial sustainability.	Activity-based Costing model implemented.	ABC model project plan developed. Percentage ABC model implemented.	N/A	100% of the Phase 2 funding model project plan implemented and approved by ExCo and reported to Board.	ABC model implementation plan developed and 100% implemented.	Develop and implement 100% of the ABC model project plan in the remaining technical areas.	N/A	N/A	N/A	N/A		
15		Zero wasteful and fruitless expenditure.	Number of wasteful and fruitless expenditure cases attracted.	N/A	N/A	100% reduction in the cases of wasteful and fruitless expenditure achieved.	Maintain zero cases of wasteful and fruitless expenditure.	Maintain zero cases of wasteful and fruitless expenditure.	Maintain zero cases of wasteful and fruitless expenditure.	Maintain zero cases of wasteful and fruitless expenditure.			

N O	Outcome	Outputs	Output Indicators 2022/23	Audited / Actual Performance			MTEF period – Annual Targets						
				20'18/19	2019/20	2020/21	2021/22	Estimated Performance 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
16		Zero irregular expenditure.	Number of irregular expenditure cases attracted.	N/A	N/A	N/A	75% reduction of cases of irregular expenditure achieved.	Maintain zero percent cases of irregular expenditure.	Maintain zero percent cases of irregular expenditure.	Maintain zero percent cases of irregular expenditure.	Maintain zero percent cases of irregular expenditure.	Maintain zero percent cases of irregular expenditure.	Maintain zero percent cases of irregular expenditure.
17		Compliance to 30-day payment requirement.	Percentage suppliers paid within 30 days of receipt of valid invoices by Finance.	N/A	N/A	N/A	100% suppliers paid within 30 days of invoicing.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.
18	Enhanced human capital management.	Human Capital Plan implemented.	Percentage Human Capital Plan implemented.	HR annual plan developed and implemented.	93% of the HR annual plan was implemented and approved by the HRC.	Five-year Human Capital Strategy developed and approved. 100% implementation of the annual plan.	90% of Y1 Human Capital Plan implemented.	Implement 95% of Y2 Human Capital Plan.	Implement 95% of Y3 Human Capital Plan.	Implement 95% of Y4 Human Capital Plan.	Implement 100% of Y5 Human Capital Plan.	Revise Human Capital Strategy.	Revise Human Capital Strategy.
19	Innovation and Technology Management.	Business Process Redesign project plan implemented.	Percentage business process redesign project plan implemented.	N/A	N/A	Business Process Redesign project plan developed and approved.	90% of BPR project plan implemented.	Implement 95% of Y2 of the business process redesign project plan.	Implement 100% of Y3 of the business process redesign project plan.	Evaluation of the To-Be processes against efficiency targets. Develop a project plan based on the gaps identified.	Implement 90% of the business process redesign project plan.	Implement 100% of the business process redesign project plan.	Implement 100% of the business process redesign project plan.
20		ICT Plan implemented.	Percentage ICT plan implemented.	N/A	3-year ICT Strategy developed and approved by Board.	90% of the Phase 1 ICT Strategy was implemented and approved by the Board.	92% of the Phase 2 ICT Plan was implemented.	Implement 100% of Phase 3 of the ICT Plan.	Revise the three-year ICT Strategy and Plan.	Implement 80% of Phase 1 of the implementation plan.	Implement 100% of Phase 3 of ICT Plan.	Revise the three-year ICT Strategy and Plan.	Implement 80% of Phase 1 of the ICT Strategy.
21		Research Strategy implemented.	Percentage Research Strategy implemented.	N/A	N/A	Research Strategy approved.	80% of Y1 Research Strategy implemented.	Implement 85% of Y2 of the Research Strategy implementation plan.	Implement 100% of Y3 of the Research Strategy implementation plan.	Implement 90% of Y4 of the Research Strategy implementation plan.	Implement 95% of Y5 of the Research Strategy implementation plan.	N/A	N/A
22	Improved Stakeholder engagement and service excellence.	Stakeholder Management Plan Phase 3 implemented.	Percentage Stakeholder Management Plan implemented.	90% of Stakeholder Management Plan implemented	Stakeholder Management Strategy developed and approved	90% of the Phase 1 Stakeholder Management Strategy approved.	90% of the Phase 2 Stakeholder Management Strategy implemented.	Implement 95% of Phase 3 Stakeholder Management Plan.	Implement 95% of Phase 4 Stakeholder Management Plan.	Implement 100% of Phase 5 Stakeholder Management Plan.	Revise Stakeholder Management Strategy.	Implement 90% of Phase 1 Stakeholder Management Plan.	Implement 90% of Phase 1 Stakeholder Management Plan.

N O	Outcome	Outputs	Output Indicators	Audited / Actual Performance				MTEF period – Annual Targets				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
23	Customer Contact Centre business case implemented.	Customer Contact Centre business case implemented.	Percentage Customer Contact Centre business case implemented.	90% of Phase 2 of the Change Management Programme implemented and reported to ExCo.	The Customer Contact Centre business case was developed and approved by the Board.	100% of the Phase 1 Customer Contact Centre business case implemented.	85% of the Phase 2 Customer Contact Centre implemented.	Implement 100% of Phase 3 Customer Contact Centre business case.	Conduct a Customer Satisfaction survey and produce a report with recommendations.	Implement 90% of customer survey recommendations.	Implement 100% of customer survey recommendations.	N/A
24	Transformation plan implemented.	Transformation plan implemented.	Percentage Transformation plan implemented.	N/A	N/A	Three-year Transformation plan targeting Youth, Women and Persons with Disabilities developed and approved. 83% of implementation achieved and approved by ExCo, progress reported to Board.	90% of Y2 Transformation Plan implemented.	Implement 100% of Y3 of the Transformation Plan.	Revise the 3-year Transformation Plan and implement 80% of Y1 of the plan.	Implement 90% of Y2 of the Transformation Plan.	Implement 100% of Y3 of the Transformation Plan.	N/A
25	Regional Cooperation Strategy implemented.	Regional Cooperation Strategy implemented.	Percentage Regional Cooperation Strategy implemented.	The Regional Cooperation Strategy and Plan developed and approved by Board.	100% of the first phase of the Regional Cooperation Plan implemented and approved by the Board.	N/A	Approved Regional Cooperation Strategy with roll out plan.	Implement 90% of Phase 1 of the Regional Cooperation Plan.	Implement 95% of Phase 2 of the Regional Cooperation Plan.	Implement 100% of Phase 3 of the Regional Cooperation Plan.	Review the Regional Cooperation Strategy.	Implement 90% of Phase 1 of the Regional Cooperation Strategy.
26	Sustained good governance and organisational effectiveness.	Unqualified AG audit.	Unqualified audit outcome by AGSA.	N/A	N/A	Unqualified audit outcome with no material findings.	Unqualified audit outcome with no material findings.	Achieve unqualified audit with no material findings.	Achieve unqualified audit with no material findings.	Achieve unqualified audit with no material findings.	Achieve unqualified audit with no material findings.	Achieve unqualified audit with no material findings.
27		AG audit findings closed.	Percentage AG findings closed.	100% audit findings closed.	100% audit findings closed.	100% audit findings closed.	100% audit findings closed.	100% AG audit findings closed.	100% AG audit findings closed.	100% AG audit findings closed.	100% AG audit findings closed.	100% AG audit findings closed.
28		ISO Audit major findings closed.	Percentage ISO audit	N/A	N/A	N/A	N/A	Close 95% of the major ISO audit	Close 95% of the major ISO	Close 95% of the major ISO	Close 95% of the major ISO	Close 95% of the major ISO audit

N O	Outcome	Outputs	Output Indicators 2022/23	Audited / Actual Performance				MTEF period – Annual Targets				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
29	Internal audit significant findings closed.	Internal audit significant findings closed.	findings closed.	N/A	N/A	N/A	findings due in the FY.	audit findings due in the FY.	audit findings due in the FY.	audit findings due in the FY.	audit findings due in the FY.	findings due in the FY.
30	Parliament Question responses provided.	Parliament Question responses provided.	Percentage of significant internal audit findings closed.	N/A	N/A	N/A	95% closure of the significant internal audit findings that are due in the FY.	100% responses to Parliament Questions within stipulated timelines.	95% closure of the significant internal audit findings that are due in the FY.	100% responses to Parliament Questions within stipulated timelines.	95% closure of the significant internal audit findings that are due in the FY.	100% responses to Parliament Questions within stipulated timelines.
31, 32	Fraud and corruption annual plan implemented.	Fraud and corruption annual plan implemented.	Percentage of fraud and corruption annual plan developed.	N/A	N/A	N/A	100% resolution of reported incidents of corruption.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.
33, 34	Ethics Plan implemented.	Ethics Plan implemented.	Percentage of fraud and corruption annual plan implemented.	N/A	N/A	N/A	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.	Develop and implement 95% of the annual fraud and corruption plan.

8.9 Annual and Quarterly Targets

No	Output Indicator	Annual Targets 2022/23			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	Percentage Industry Cyber Security Strategy implemented.	Implement 30% of Phase 2 of the Industry Cyber Security Strategy for approval by ExCo and report progress to the Board.	Implement 50% of Phase 2 of the Industry Cyber Security Strategy for approval by ExCo and report progress to the Board.	Implement 70% of Phase 2 of the Industry Cyber Security Strategy for approval by ExCo and report progress to the Board.	Implement 95% of Phase 2 of the Industry Cyber Security Strategy for approval by ExCo and report progress to the Board.

2	Percentage Civil Aviation Safety Plan implemented.	Implement 95% of Phase 2 of the Civil Aviation Safety Plan (CASP).	30% of the Phase 2 CASP implementation plan to be completed for approval by ExCo and report progress to the Board.	50% of the Phase 2 CASP implementation plan to be completed for approval by ExCo and report progress to the Board.	70% of the Phase 2 CASP implementation plan to be completed for approval by ExCo and report progress to the Board.	95% of the Phase 2 CASP implementation plan to be completed for approval by ExCo and report progress to the Board.
3	Percentage Risk-based oversight model implemented.	Implement 100% of the Y2 implementation plan of the Risk-based Oversight model.	Implement 25% of the Y2 implementation plan of the Risk-based Oversight model for approval by ExCo and report progress to Board.	Implement 50% of the Y2 implementation plan of the Risk-based Oversight model for approval by ExCo and report progress to Board.	Implement 75 % of the Y2 implementation plan of the Risk-based Oversight model for approval by ExCo and report progress to Board.	Implement 100% of the Y2 implementation plan of the Risk-based Oversight model for approval by ExCo and report progress to Board.
4	Civil Aviation Pandemic Preparedness (CAPP) project plan developed.	Develop a project plan to operationalise the SACAA-specific responsibilities in the Civil Aviation Pandemic Preparedness Plan.	Develop a project plan to operationalise SACAA-specific responsibilities in the revised Civil Aviation Pandemic Plan for approval by ExCo.	N/A	N/A	N/A
5	Percentage CAPP project plan implemented.	Implement 80% of the CAPP project plan.	N/A	Implement 30% of an approved Civil Aviation Pandemic Preparedness Plan for approval by ExCo and report progress to the Board.	Implement 60% of an approved Civil Aviation Pandemic Preparedness Plan for approval by ExCo and report progress to the Board.	Implement 80% of an approved Civil Aviation Pandemic Preparedness Plan for approval by ExCo and report progress to the Board.
6	Security Culture plan developed.	Develop Security Culture plan.	Develop Security Culture Plan for Y2 for approval by the DCA.	N/A	N/A	N/A
7	Percentage Security Culture Plan implemented.	Implement 100% of Y2 of the Security Culture plan.	N/A	Implement 30% of the Security Culture Plan for approval by DCA.	Implement 60% of the Security Culture Plan for approval by DCA.	Implement 100% of the Security Culture Plan for approval by DCA.
8	No SSeC attracted in the ICAO USAP CMA.	Attract no Significant Security Concern (SSeC) in the ICAO USAP CMA.	N/A	N/A	N/A	Undergo ICAO USAP audit.

9	ICAO USOAP CMA Preparedness plan developed.	Develop an ICAO USOAP CMA audit preparedness plan.	Develop an audit preparedness plan for approval by ExCo.	N/A	N/A	N/A
10	Percentage ICAO USOAP CMA Preparedness plan implemented.	Implement 80% of the ICAO USOAP CMA preparedness plan.	N/A	Implement 30% of the ICAO USOAP CMA preparedness plan actions for approval by ExCo.	Implement 60% of the ICAO USOAP CMA preparedness plan actions for approval by ExCo.	Implement 80% of the ICAO USOAP CMA preparedness plan actions for approval by ExCo.
11	Percentage CAP implemented (State Letters with regulations implications).	Implement 50% of the corrective action plan to develop regulations and submit to CARCom.	Implement 10% of the CAP for approval by ExCo.	Implement 20% of the CAP for approval by ExCo.	Implement 30% of the CAP for approval by ExCo.	Implement 50% of the CAP for approval by ExCo and submit draft regulations to CARCom.
12	Percentage GA Safety Strategy implemented.	Implement 95% of the Year 3 GA Safety Strategy targets.	Implement 30% of GASS Implementation Plan for Year 3 for approval by ExCo and report progress to the Board.	Implement 50% of GASS Implementation Plan for Year 3 for approval by ExCo and report progress to the Board	Implement 70 % of GASS Implementation Plan for Year 3 for approval by ExCo and report progress to the Board	Implement 95% of GASS Implementation Plan for Year 3 for approval by ExCo and report progress to the Board
13	ABC model project plan developed.	Develop an ABC model project plan.	Develop ABC project plan for ExCo approval.	N/A	N/A	N/A
14	Percentage ABC model implemented.	Implement 100% of the ABC model in the remaining technical areas.	N/A	Implement 30% of the ABC model in the remaining technical areas for approval by ExCo and report progress to the Board.	Implement 60% of the ABC model in the remaining technical areas for approval by ExCo and report progress to the Board.	Implement 100% of the ABC model in the remaining technical areas for approval by ExCo and report progress to the Board.
15	Number of wasteful and fruitless expenditure incurred.	Maintain zero cases of wasteful and fruitless expenditure.	Report on number of wasteful and fruitless expenditure incurred for ExCo approval and report progress to Board	Report on number of wasteful and fruitless expenditure incurred for ExCo approval and report progress to Board.	Report on number of wasteful and fruitless expenditure incurred for ExCo approval and report progress to Board.	Report on number of wasteful and fruitless expenditure incurred for ExCo approval and report progress to Board.

16	Number of irregular expenditure incurred.	Maintain zero cases of irregular expenditure.	Report on number of irregular expenditure incurred for ExCo approval and report progress to Board.	Report on number of irregular expenditure incurred for ExCo approval and report progress to Board.	Report on number of irregular expenditure incurred for ExCo approval and report progress to Board.
17	Percentage suppliers paid within 30 days	Pay 100% of suppliers within 30 days of receipt of valid invoices by Finance.	Pay all suppliers within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	Pay all suppliers within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	Pay all suppliers within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.
18	Percentage Human Capital Plan implemented.	Implement 90% of Y2 Human Capital Plan.	Implement 30% of Y2 Human Capital Plan for approval by ExCo and report progress to Board.	Implement 50% of Y2 Human Capital Plan for approval by ExCo and report progress to Board.	Implement 90% of Y2 Human Capital Plan for approval by ExCo and report progress to Board.
19	Percentage business process redesign project plan implemented.	Implement 95% of Y2 of the business process redesign project plan.	Implement 30% of Y2 of the BPR project for approval by ExCo and report progress to Board.	Implement 75% of Y2 of the BPR project for approval by ExCo and report progress to Board.	Implement 95% of Y2 of the BPR project for approval by ExCo and report progress to Board.
20	Percentage ICT plan implemented.	Implement 100% Phase 3 of the ICT Plan.	Implement 30% of Phase 3 of the ICT Plan for approval by ExCo and report progress to Board.	Implement 70% of Phase 3 of the ICT Plan for approval by ExCo and report progress to Board.	Implement 100% of Phase 3 of the ICT Plan for approval by ExCo and report progress to Board.
21	Percentage Research Strategy implemented.	Implement 85% of Y2 of the Research Strategy implementation plan.	Implement 25% of Y2 of the Research Strategy implementation plan for approval by ExCo and report progress to Board.	Implement 50% of Y2 of the Research Strategy implementation plan for approval by ExCo and report progress to Board.	Implement 85% of Y2 of the Research Strategy implementation plan for approval by ExCo and report progress to Board.
22	Percentage Stakeholder Management Plan implemented.	Implement 95% of Phase 3 of the Stakeholder Management Plan.	Implement 30% of Phase 3 of the SMP implementation plan for approval by ExCo and report progress to Board.	Implement 50% of Phase 3 of the SMP implementation plan for approval by ExCo and report progress to Board.	Implement 95% of Phase 3 of the SMP implementation plan for approval by ExCo and report progress to Board.

23	Percentage Customer Contact Centre business case implemented.	Implement 100% of Phase 3 of the Customer Contact Centre business case.	Implement 30% of Phase 3 of the Customer Contact Centre business case for approval by ExCo and report progress to Board.	Implement 50% of Phase 3 of the Customer Contact Centre business case for approval by ExCo and report progress to Board.	Implement 75% of Phase 3 of the Customer Contact Centre business case for approval by ExCo and report progress to Board.	Implement 100% of Phase 3 of the Customer Contact Centre business case for approval by ExCo and report progress to Board.
24	Percentage Transformation plan implemented.	Implement 100% of Year 3 of the Transformation Plan.	Implement 30% of Year 3 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 50% of Year 3 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 75% of Year 3 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 100% of Year 3 of the Transformation Plan for approval by ExCo and report progress to Board.
25	Percentage Regional Cooperation Strategy implemented.	Implement 90% of Phase 1 of the Regional Cooperation Plan.	Implement 25% of Phase 1 of the Regional Cooperation Plan for approval by ExCo and report progress to Board.	Implement 50% of Phase 1 of the Regional Cooperation Plan for approval by ExCo and report progress to Board.	Implement 70% of Phase 1 of the Regional Cooperation Plan for approval by ExCo and report progress to Board.	Implement 90% of Phase 1 of the Regional Cooperation Plan for approval by ExCo and report progress to Board.
26	Unqualified audit outcome by AGSA.	Achieve unqualified audit with no material findings.	N/A	Achieve unqualified audit opinion with no material findings and report outcome to Board.	N/A	N/A
27	Percentage AG audit findings closed.	100% AG audit findings closed.	N/A	Develop a corrective action plan for approval by ExCo and Board.	Close 50% of audit findings for approval by ExCo and Board.	Close 100% of audit findings for approval by ExCo and Board.
28	Percentage ISO audit findings closed.	Close 95% of the major ISO audit findings due in the FY.	Close 30% of the major ISO audit findings due in the FY for approval by ExCo.	Close 50% of the major ISO audit findings due in the FY for approval by ExCo.	Close 70% of the major ISO audit findings due in the FY for approval by ExCo.	Close 95% of the major ISO audit findings due in the FY for approval by ExCo.
29	Percentage of significant Internal Audit findings closed.	95% closure of significant internal audit findings that are due in the FY.	30% of due significant Internal Audit findings closed.	50% of due significant Internal Audit findings closed.	70% of due significant Internal Audit findings closed.	95% of due significant Internal Audit findings closed.
30	Percentage responses to Parliamentary Questions	100% responses to Parliamentary Questions	100% responses to Parliamentary	100% responses to Parliamentary	100% responses to Parliamentary	100% responses to Parliamentary

Parliamentary Questions within stipulated timeframes.	within stipulated timeframes.	Questions for approval by ExCo and report progress to Board.	Questions for approval by ExCo and report progress to Board.	Questions for approval by ExCo and report progress to Board.	Questions for approval by ExCo and report progress to Board.
31	Fraud and corruption annual plan developed.	Develop Fraud and Corruption annual plan.	Develop annual Fraud and Corruption plan for approval by the Board.	N/A	N/A
32	Percentage annual Fraud and Corruption plan implemented.	Implement 95% of the Fraud and Corruption annual plan.	Implement 30% of the Fraud and Corruption annual plan and report to ExCo and Board.	Implement 50% of the Fraud and Corruption annual plan and report to ExCo and Board.	Implement 70% of the Fraud and Corruption annual plan and report to ExCo and Board.
33	Ethics plan developed.	Develop an Ethics plan.	Develop the annual Ethics plan for approval by Board.	N/A	N/A
34	Ethics plan implemented.	Implement 95% of the Ethics plan	N/A	Implement 40% of the Ethics plan and report progress to the Board.	Implement 75% of the Ethics plan and report progress to Board.

9. TECHNICAL INDICATOR DESCRIPTORS

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
1. Industry Cyber Strategy implementation.	Implementation of the strategy on industry cyber security incidents.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. Approved implementation report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Adequate oversight over civil aviation cyber security incidents.	E: AvSec E: ASO E: AI
2. Civil Aviation Safety Plan implementation.	Implementation of the Civil Aviation Safety Plan to determine South Africa's safety index in commercial aviation.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. Approved CASP implementation report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Civil Aviation Safety Index of +1.	E: ASO E: AI
3. Risk-based oversight model implementation.	Implementation of a Risk-based	ExCo report. Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Risk assessment of civil aviation	E: ASO E: AI E: AvSec

	oversight model.	ExCo report Primary data / information.	Qualitative	Approved RBO implementation report.	ExCo approval	N/A	N/A	Non-Cumulative	Annually	activities and adequate industry oversight. A plan that ensures the seamless management of a pandemic outbreak.	E: ASO, E:AI, E: AvSec
4. Civil Aviation Pandemic Preparedness Plan development.	A plan to ensure the adequate management of pandemics in case of an outbreak in civil aviation.	ExCo report Primary data / information.	Qualitative	ExCo resolution.	ExCo approval	N/A	N/A	Non-Cumulative	Annually	A plan that ensures the seamless management of a pandemic outbreak.	E: ASO, E:AI, E: AvSec
5. Civil Aviation Pandemic Preparedness Plan Implementation.	A plan to ensure the adequate management of pandemics in case of an outbreak in civil aviation.	ExCo report Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Adequate management of a pandemic outbreak within civil aviation.	E: ASO, E:AI, E: AvSec
6. Security Culture plan development.	A plan that ensures a security culture is entrenched.	Report to DCA. Primary data / information.	Qualitative	DCA approval.	Security Culture plan submitted to DCA.	N/A	N/A	Non-Cumulative	Annually	An adequate security culture within civil aviation.	E: AvSec
7. Security Culture plan implementation.	An awareness educational campaign for a security culture	Report to DCA. Primary data / information.	Quantitative	DCA approval.	Progress reports submitted to the DCA quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	An adequate security culture within civil aviation.	E: AvSec
8. USAP CMA audit.	ICAO aviation security audit.	ExCo report. Primary data / information.	Qualitative	ExCo resolution.	ICAO availability for the audit.	N/A	N/A	Non-Cumulative (Year to date)	Annually	Successful USAP CMA audit	E: AvSec
9. ICAO USOAP CMA audit preparedness.	ICAO USOAP CMA preparations plan	ExCo report. Primary data / information.	Qualitative	ExCo resolution.	Progress report submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative (Year to date)	Annually	ICVM audit readiness.	E: LAC
10. ICAO USOAP CMA audit preparedness.	ICAO USOAP CMA preparations.	ExCo report. Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	ICAO USOAP CMA readiness.	E: LAC
11. State Letter CAP Implementation.	A status report on the gaps in the CARs because of State Letters not implemented.	ExCo report Primary data / information.	Qualitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	Adequate safety regulations in place.	E: LAC
12. GA Safety Strategy implementation.	Strategy for the prevention of accidents and incidents in the GA sector.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. GA implementation report.	Industry participation.	N/A	N/A	Cumulative (Year to date)	Quarterly	GASS plan successfully implemented.	E: ASO
13. ABC model project plan development.	A project on revenue collection that is consistent	ExCo / Board Report. Primary data.	Quantitative	ExCo & Board resolution.	Master Oversight and surveillance Plan.	N/A	N/A	Non-Cumulative	Annually	Improved revenue collection.	E: Fin

14. ABC model implementation.	with services provided.	ExCo / Board report. Primary data / information.	Quantitative	ABC model implementation report. ExCo & Board resolution.	Approved Master Oversight and surveillance Plan.	N/A	N/A	Cumulative (Year-end)	Quarterly	Improved revenue collection.	E: Fin
15. Fruitless and wasteful expenditure.	Elimination of fruitless and wasteful expenditure.	Board report. Primary data / information.	Quantitative	Board resolution. Fruitless and wasteful expenditure report.	Disclosure on the Financial statements.	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin
16. Irregular expenditure.	Elimination of irregular expenditure.	Board report. Primary data / information.	Quantitative	Board resolution. Irregular expenditure report.	Disclosure of the financial statements	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin
17. 30-day payment of service providers.	Compliance with the 30-day payment of service providers.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. SCM report.	Disclosure/Reporting on the Financial Management Reports.	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin
18. Human Capital Strategy implementation.	Effective Human Capital management.	Board reports Primary data / information.	Quantitative	Board approval.	Budget availability and approved HC Strategy.	As per EE and skills development targets.	As per EE and skills development targets.	Non-Cumulative	Quarterly	Effective human capital management.	E:HR
19. Business process redesign project implementation.	Effective and optimised business processes.	ExCo report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	ExCo resolution. BPR Project report.	Stakeholder consultations.	N/A	N/A	Cumulative	Quarterly	Business processes project plan successfully implemented.	E:CS
20. ICT plan implementation.	ICT strategy that supports and enables the business operations.	ExCo / Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	ExCo & Board resolution. ICT report.	Implementation of the sub-projects in the plan.	N/A	N/A	Cumulative (Year to date)	Quarterly	Implemented ICT plan.	E: Fin
21. Research Strategy implementation.	Organisation accepted methodologies.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. Research implementation report.	Budget availability and an approved Research Strategy.	N/A	N/A	Cumulative (Year to date)	Quarterly	Successfully Implemented Research Strategy.	DCA
22. Stakeholder Management Plan implementation.	Improved Stakeholder relationships.	ExCo / Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	ExCo & Board resolution. Stakeholder Management report.	Implementation of sub-projects within the strategy.	As per the Stakeholder plan targets.	As per the Stakeholder plan targets.	Cumulative (Year to date)	Quarterly	Effective Stakeholder management.	E:CS

23. Customer Contact Centre business case implementation.	Improved customer services.	ExCo / Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	ExCo & Board resolution. Customer Contact Centre implementation report. ExCo & Board resolution. Transformation Plan report.	SCM compliance in the appointment of service providers.	N/A	N/A	Cumulative (Year to date)	Quarterly	Effective customer management.	E:CS
24. Transformation plan implementation.	Transformation targets positively impacting youth, women, and persons with disabilities.	ExCo / Board report. Primary data / information.	Quantitative	ExCo & Board resolution. Transformation Plan report.	Compliance with BBEE targets.	As per the transformation plan.	As per the transformation plan.	Cumulative	Quarterly	Impactful transformation initiatives.	E:CS E: Fin E: HR
25. Regional Cooperation Strategy implementation.	Programme to support Regional counterparts.	ExCo report Primary data / information.	Quantitative	ExCo resolution. Regional Cooperation implementation Plan report. Board resolution. AG Audit report.	Participation of the countries selected for the Regional Cooperation Plan.	N/A	N/A	Cumulative	Quarterly	Improved Regional relationships.	E: CS
26. Audit Outcome by AGSA.	Audited financial and performance information.	AG audit report. Primary data / information.	Quantitative	Board resolution. AG Audit report.	Effective closure of findings.	N/A	N/A	Non-Cumulative	Quarterly	Unqualified audit outcome.	E: Fin
27. AGSA audit findings.	Closed AGSA audit findings for the previous financial year.	Board report. Primary data / information.	Quantitative	Board resolution. Finding Tracking Register.	No repeat findings.	N/A	N/A	Cumulative	Quarterly	Improved governance.	E: Fin
28. Internal Audit significant findings closure.	Closed Internal Audit significant findings.	Board report. Primary data / information.	Quantitative	Board resolution. Internal Audit Tracking Register. ExCo resolution.	No repeat findings.	N/A	N/A	Cumulative	Quarterly	Improved control environment.	CAE
29. ISO audit findings closure.	Closed ISO audit findings.	ExCo report. Primary data / information.	Quantitative	ISO 9001 annual Management Review report DCA approval. ExCo approval.	No repeat findings.	N/A	N/A	Cumulative	Quarterly	Effective quality management system.	E:CS
30. Parliamentary Questions closed.	Improved governance environment.	DCA approved PQs. ExCo report. Primary data / information.	Quantitative	DCA approval. ExCo approval.	DoT approval of PQs.	N/A	N/A	Non-Cumulative	Quarterly	Improved governance.	E: CS
31. Fraud and corruption annual plan developed.	Improved control environment.	Board Report. Primary data / information.	Qualitative	Board resolution.	Board approval	N/A	N/A	Non-Cumulative	Annually	Improved governance.	CAE

32. Fraud and corruption plan implemented.	Improved control environment.	Board Report, Primary data / information.	Quantitative	Board resolution. Fraud and Corruption Quarterly Reports Board resolution.	Board approval	N/A	N/A	Cumulative	Quarterly	Improved governance.	CAE
33. Ethics culture plan developed.	Promoting a culture of ethical behaviour.	Board report, Primary data / information.	Qualitative	Board resolution.	Effective Ethics plan implementation.	N/A	N/A	Non-Cumulative	Annually	Improved governance.	Company Secretary
34. Ethics culture plan implemented.	Promoting a culture of ethical behaviour.	Board report, Primary data / information.	Quantitative	Board resolution. Ethics Report	Effective Ethics plan implementation.	N/A	N/A	Cumulative	Quarterly	Improved governance.	Company Secretary

10. KEY RISKS

The organisation conducted a preliminary risk assessment of the strategic outcomes and targets set out in the first draft APP. The risk assessment process will be finalised once the final APP is approved by the Board. Below are the risks identified by Management, following a scanning of the risk universe globally, nationally and in the civil aviation and related industries.

Risk No.	Risk Outcome	Key Risk	Risk Mitigation Strategies
1	Strengthened Safety and Security Oversight System.	Ineffective aviation safety and security oversight, resulting in non-compliance with ICAO SARPS.	Closure of the ICVM CAP and USAP CMA CAP.
2	Financial sustainability.	Lack of financial sustainability of the Regulator.	Implementation of the Activity-Based Costing model to ensure that the SACAA recovers the full cost of services provided. Financial prudence – cost containment. Funding from the Department of Transport.
3	Enhanced human capital management.	Failure to attract, develop and/or retain critical and scarce talent.	Implementation of the Human Capital Strategy.
4	Innovation and technology management.	Unavailability and vulnerability of ICT Services.	Implementation of the ICT Strategy.

5	Innovation and technology management.	Cyber breaches resulting in data fraud and theft affecting data integrity.	Implementation of the Cyber Security strategy.
6	Improved stakeholder engagement and service excellence.	Poor stakeholder relations impacting negatively on aviation safety and security oversight.	Implementation of the Stakeholder Management Strategy.
7	Sustained good governance and organisational effectiveness	Poor corporate governance.	Implementation of the Ethics plan and the implementation of an awareness training plan for employees.
8	Sustained good governance and organisational effectiveness	Fraud and corruption negatively impacting on the sustainability of the Regulator.	Implementation of the Fraud Prevention plan, ensuring the timely completion of the declaration of interest forms.
9	Sustained good governance and organisational effectiveness	Inability of the business to continue operations following a disruptive event.	Implementation of the Business Continuity Plan.
10	Sustained good governance and organisational effectiveness	Non-compliance with new and amended legislation and regulations.	Implementation of the Legal Compliance plan.

11. MEDIUM-TERM STRATEGIC BUDGET

Income Statement	ACTUAL 2020/21	ENE BUDGET 2021/22	FCST 2021/22	ENE BUDGET 2022/23	ENE BUDGET 2023/24	ENE BUDGET 2024/25
Total Revenue:	460 750 270	714 851 828	709 985 905	771 183 797	818 594 058	955 972 539
User fees	70 632 128	62 756 795	89 057 861	92 825 009	96 955 721	101 309 033
FIU User Fees	19 807 953	29 205 440	26 711 700	27 841 500	29 080 500	30 386 400
Safety Charges	124 749 719	276 081 067	236 407 817	383 769 282	525 856 725	649 923 023
Fuel Levy	37 551 736	29 810 499	29 810 499	31 071 483	32 454 164	33 911 356
DOT - AIID	34 552 424	35 947 425	35 947 425	38 046 548	38 651 915	40 401 280
DOT - Operations	155 479 000	277 600 000	277 600 000	187 900 000	85 801 000	89 654 000
Other Income	17 977 310	3 450 602	14 450 604	9 729 975	9 794 033	10 387 447
Less: Staff Related Costs	(453 683 860)	(514 419 764)	(512 185 661)	(552 287 742)	(586 734 913)	(702 855 832)
Gross Remuneration	(431 310 889)	(480 060 657)	(448 919 717)	(473 741 139)	(500 594 737)	(562 437 262)
Performance Bonus	(103 085)	-	(21 654 814)	(33 500 000)	(36 000 000)	(85 000 000)
Training	(2 571 186)	(7 807 355)	(9 807 355)	(12 266 705)	(15 946 074)	(18 734 052)
Bursaries	(2 767 932)	(6 300 000)	(7 300 000)	(7 253 800)	(7 532 094)	(8 625 365)
Other Staff Cost	(13 373 632)	(15 938 373)	(20 190 397)	(21 030 263)	(21 966 109)	(22 952 388)
Temporary Staff	(1 443 113)	(1 858 008)	(1 858 008)	(1 936 602)	(2 022 781)	(2 113 604)
Board Remuneration	(2 114 013)	(2 455 370)	(2 455 370)	(2 559 233)	(2 673 119)	(2 793 142)
Less: Non Staff Costs	(146 442 170)	(200 432 064)	(197 800 244)	(218 896 055)	(231 859 145)	(253 116 707)
Audit Fees	(2 559 439)	(2 851 745)	(2 851 745)	(2 972 373)	(3 104 644)	(3 244 043)
Premises	(43 691 836)	(46 023 160)	(46 023 160)	(54 627 257)	(57 264 366)	(64 741 565)
Communication	(9 301 634)	(10 160 295)	(11 160 295)	(11 632 376)	(12 150 017)	(12 695 552)
Other operating costs	(29 952 372)	(41 995 894)	(38 922 622)	(45 524 600)	(46 687 444)	(51 966 411)
Bad Debts	(15 054 315)	-	(17 000 000)	-	-	-
FIU Operating Cost	(15 981 090)	(24 800 000)	(21 300 000)	(21 300 000)	(22 199 790)	(23 148 069)
Public Relations	(2 142 267)	(10 331 119)	(10 331 119)	(12 768 125)	(13 336 307)	(15 589 107)
Travel Costs - International	(140 839)	(6 038 731)	(3 038 731)	(6 709 394)	(7 007 962)	(7 394 619)
Travel Costs - Domestic	(3 523 814)	(16 586 416)	(10 418 016)	(17 685 786)	(18 472 856)	(19 302 474)
Travel Costs - Land	(4 723 934)	(4 012 414)	(3 012 414)	(4 182 139)	(4 368 244)	(4 564 378)
Legal Fees	(1 483 923)	(3 214 775)	(5 214 775)	(5 435 360)	(5 677 233)	(5 932 141)
Repairs & Maintenance	(5 583 437)	(9 872 286)	(3 891 847)	(3 021 562)	(3 156 021)	(3 297 727)
Professional Fees	(380 470)	(987 012)	(987 012)	(1 029 884)	(1 074 783)	(1 120 359)
Finance costs	(11 443 277)	(20 659 281)	(14 276 224)	(22 239 588)	(27 156 255)	(32 456 255)
Depreciation						
Total Expenses	(600 126 030)	(714 851 828)	(709 985 905)	(771 183 797)	(818 594 058)	(955 972 539)
Surplus	(139 375 761)	-	-	-	-	-

12. STATEMENT OF FINANCIAL POSITION

BALANCE SHEET	Actual Mar-21 R'000	ENE Mar-22 R'000	ENE Mar-23 R'000	ENE Mar-24 R'000	ENE Mar-25 R'000
ASSETS					
Non - Current Assets	87 857	110 581	163 341	155 185	143 729
Property Plant and equipment	20 511	20 168	67 778	60 888	51 698
Intangible assets	67 346	90 413	95 563	94 297	92 031
Current Assets	252 879	263 492	234 715	258 274	332 399
Trade and other receivables	53 252	33 489	46 949	59 998	71 499
Inventory	930	200	200	200	200
Bank balances and cash	198 697	229 803	187 567	198 077	260 700
TOTAL ASSETS	340 736	374 073	398 057	413 459	476 127
NET ASSETS & LIABILITIES					
Capital and reserves	288 083	288 083	288 083	288 083	288 083
Non distributable reserves	-	-	-	-	-
Accumulated funds	288 083	288 083	288 083	288 083	288 083
Current Liabilities	52 653	85 990	109 974	125 376	188 044
Trade and other payables	52 539	64 220	76 360	89 262	102 930
Provisions	-	21 656	33 500	36 000	85 000
Operating Lease Liability	114	114	114	114	114
TOTAL NET ASSETS & LIABILITIES	340 736	374 073	398 057	413 459	476 127