SOUTH AFRICAN

CIVIL AVIATION AUTHORITY

ANNUAL PERFORMANCE PLAN 2021/2022

Keeping you safe in the sky

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ABBREVIATIONS

AIID	Accident and Incident Investigation Division
AI	Aviation Infrastructure
APP	Annual Performance Plan
ASO	Aviation Safety Operations
AU	African Union
AvMed	Aviation Medicine
AvSec	Aviation Security
B-BBEE	Broad-based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, South Africa
CAASA	Commercial Aviation Association of 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
DoD	Department of Defence
DoP	Department of Police
DoT	Department of Transport
eFOD	Electronic Filing of Differences
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
NASP	National Aviation Security Programme
N/A	Not Applicable
NDP	National Development Plan
NGO	Non-Governmental Organisation
PAIA	Promotion of Access to Information Act
PESTLE	Political, Economic, Social, Technological, Legal & Environmental
PFMA	Public Finance Management Act
POPI	Protection of Personal Information
PSC	Passenger Safety Charge
RPAS	Remotely Piloted Aircraft Systems
SA	South Africa
SACAA	South African Civil Aviation Authority

SADC	Southern African Development Communities
SARPs	Standards and Recommended Practices
SMP	Stakeholder Management Plan
SOE	State-Owned Enterprises
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 civil aviation starts to work towards recovering from the impact of the COVID-19 outbreak, we must thank our country's leadership and welcome with both hands President Ramaphosa's announcement of easing the restrictions on and the resumption of international travel. We have limited choices besides remaining hopeful that all the factors will eventually work seamlessly towards a successful aviation industry.

I am very hopeful, together with the rest of the globe, that the restrictions created by the pandemic will be a thing of the past in the foreseeable future.

There are many challenges facing the aviation industry currently. Firstly, the sluggish growth in the passenger numbers, which indicate a close correlation when we look at the GDP growth. Another challenge relates to the rapidly changing global weather patterns, as well as the need for an aviation infrastructure that meets acceptable environmental laws.

Secondly, we must be reminded of the stark reality that aviation skills are in short supply across the world. In our case, we have seen many of our well-trained and experienced aviators being lured away from South Africa to jobs and opportunities in countries that are offering much better remuneration. The aftermath of the COVID-19 outbreak will only serve to intesify the fight for limited scarce and critical skills. It is critical, therefore, for the Regulator to plan ahead for such a reality, as this may compromise the sterling record that the entity has achieved in regulating civil aviation safety and security.

Transformation

In the last financial year, the picture revealed by aviation personnel statistics showed no meaningful progress in terms of the transformation of the industry, particularly for previously disadvantaged individuals. Africans, Coloureds, and Indians represent 11% of licence holders, while at 89%, the proportion of White licence holders is still significantly higher. This is a scenario that needs to change, to represent the racial demographics of the country. Aviation must be demystified from being an exclusive industry that is reserved for a particular class in our society.

The Department of Transport as the shareholder has identified the following outcomes as the focus areas for the department in the next five years. These relate to various modes of transport and I have specifically zoomed into those that affect aviation. They include:

1. Safety as an enabler of service delivery.
1. Public transport that enables social emancipation and an economy that actually works.
2. Accelerating transformation towards greater economic participation.

It is encouraging to note that the SACAA, as the national Regulator for civil aviation, has ensured that its five-year strategy is aligned with the department's outcomes. As a delivery arm of government this will ensure that service delivery is accelerated and therefore affects the aviation industry positively and ensures development in this area.

Conclusion

The year 2020 will remain one that was very challenging to the transport sector, our country and the world at large. When the outbreak was announced, government moved swiftly to ensure that the spread was minimised. This, however, came at a huge cost to the aviation industry and we were all compelled to think on our feet.

Whilst it is good to reflect on our experiences, it is more important for us to learn from them and move forward with a sense of deliberate resolve to succeed against all the odds. Challenging as it was, I watched with a sense of pride the collaboration between the civil aviation industry entities under the leadership of the SACAA towards ensuring the preparedness of the civil aviation industry for what lies ahead. The aim was to ensure that we achieve ICAO's objectives of having clean airports, clean aircraft, clean crew and clean cargo and to ensure that this sector of the industry does not contribute to the spread of the COVID-19 virus in our country; in support of South Africa's risk-adjusted strategy.

The worst is not yet over; I am therefore looking to the SACAA to continue ensuring that aviation does not contribute to the devastating COVID-19 related deaths currently reported and that the aviation industry moves swiftly towards sustainability; a position to which we have become accustomed.

I wish you everything of the best as you navigate these unchartered waters.

Yours sincerely,

Mr Fikile April Mbalula, MP
Minister of Transport
Date: 12.03.2021

2. FOREWORD BY THE CHAIRPERSON

In a media statement issued on 28 July 2020, the International Air Transport Association (IATA in short), pointed out that the aviation industry's recovery from the effects of COVID-19 will be delayed as long as international travel remains on lockdown. Furthermore, in their global passenger forecast, IATA said that global passenger traffic will most likely not return to pre-COVID-19 levels until the year 2024.

This should not come as a surprise at all as the COVID-19 pandemic has decimated many economies.

This means that many aviation-related jobs have been lost and equally a large number is on the line. Hence, IATA suggested that restarting African aviation could be achieved through government action in two priority areas, namely harmonising the restart of air transportation in Africa, and stepping up efforts to support the industry by continued financial and regulatory support.

As a Regulator, the South African Civil Aviation Authority heeded this call and faced the reality of the situation a while back. In fact, from Day One of lockdown restrictions, we have been working behind the scenes and with various industry stakeholders, and under the guidance of our shareholder, the Ministry and the Department of Transport, to ensure that essential services dependent on the movement of cargo continued without any or with minimal disruptions. We achieved this by granting multitudes of special permissions and exemptions, without which, the survival of the aviation industry under severe lockdown restrictions would have been impossible.

Aligning SACAA Existence to 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 achieves its international obligations as a signatory to the ICAO Chicago Convention.

The aviation sector is an enabler of sustainable development, and in the development of the Annual Performance Plan (APP), the SACAA takes cognizance 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, the 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 NDP Pillars and priorities of the 6th Administration.

Thinking out of the Box to Keep South African Skies Safe

In practical terms the pandemic has meant that the SACAA has had to discharge its mandate by using unorthodox ways. In many cases physical audits for operational compliance were

impossible. Regardless, the SACAA resumed oversight in earnest immediately after the introduction of the Level 2 lockdown. Lessons were learnt and will be used in this financial year and possibly beyond. A review of the SACAA's performance against its Annual Performance Plans over the last few years, indicates that the SACAA has been on an upward trajectory, achieving a 100% performance against targets set for each of the previous five financial years. In addition, the SACAA continued to achieve unqualified audits as well as seven (7) clean audits in the past eight years, while decreasing the number of findings from each audit cycle. In the process, the SACAA has also cemented its name as being one of the best-performing State entities that has also fully adopted the principles of good corporate governance. This means that the SACAA has set itself a high standard that it must maintain. It is the wish of the Board and the entire Team of the SACAA to uphold these revered standards, while elevating aviation safety and security oversight and the delivery of day-to-day services to customers and stakeholders.

The COVID-19 pandemic has most certainly challenged operating models and environments the world over, and necessitated flexibility with the art and science of problem-solving. The decision to remove most of the air travel restrictions is a welcome relief. Having said that, the aviation industry must make sure that safety and security protocols are maintained to ensure that our sector successfully combats the spread of the virus throughout the air travel value chain.

While Management has its hopes set on the recovery of the aviation industry, which at this point resembles a bumpy long-haul journey, operations must continue. In this reporting period, operations generally went well, and oversight was conducted by using a hybrid of both desktop auditing principles and onsite renewal inspections. Some of the key activities included the review of applications as well as oversight surveillance of airline activity, repatriation flights and cargo operations.

The period gave some level of assurance that the SACAA has settled into the new way of conducting business. Staff and the leadership team of the SACAA worked hand-in-hand, albeit remotely in most cases, to deliver on the expected activities and set outputs.

Conclusion

It is evident that the SACAA and the aviation industry will, once again, face another year with uncertainty, which will most certainly result in an uphill struggle. With the status quo the way that it is, long-term financial sustainability will consistently be under threat. The SACAA's current revenue model is heavily tilted towards the Passenger Safety Charge. Limited passenger travel equals limited income for the SACAA. Moreover, and as the current tale of South African airlines plays out, failure by operators to pay over the collected Passenger Safety Charge to the SACAA is a serious risk.

In addition, the general economic downturn as a result of the pandemic has had a negative impact on disposable income, resulting in declining passenger numbers and international tourism. The worst-case scenario would be the effect of a second COVID-19 wave, if this should happen. If that materialises, it will mean that South Africa could possibly move back to a more restrictive lockdown level, causing further financial loss, and this would therefore

negatively impact the financial sustainability of the SACAA. The SACAA therefore welcomes all the help it can get from the shareholder by way of a cash injection to ensure that the Regulator meets its obligations in terms of the Civil Aviation Act.

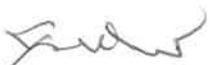
Until then, the SACAA will focus on embracing the new normal, being watchful and assisting in the recovery efforts aimed at the aviation industry and the country's economy in its entirety. Every effort will be made to ensure that the SACAA continues to carry out its statutory mandate.

I want to take this opportunity to acknowledge the entire SACAA staff and management for their resilient spirit in ensuring that we record a successful financial cycle amidst the great challenges faced by businesses globally.

I also extend a word of thanks to the Minister and Deputy Minister of Transport, Department of Transport, and fellow SACAA Board members for their unwavering support and continued guidance. The collective resolve to see the SACAA succeed cannot be questioned.

To the Executive Authority, it is humbling to serve under your leadership and the SACAA team does not take such support for granted. Thank you.

Yours sincerely,



Mr Ernest Khosa
Chairman: SACAA Board
Date: 24/02/2021

3. OPERATIONAL OVERVIEW BY THE DIRECTOR OF CIVIL AVIATION

Allow me to indicate that it is an absolute honour to join the Board in presenting the SACAA's 2021/22 Annual Performance Plan (APP). Please also allow me to present this APP, which serves as the SACAA's flight plan for the 2021/22 financial year ahead.

This APP is being compiled in the middle of the second wave of the COVID-19 pandemic, which has befallen South Africa, and is causing unimaginable pain and loss across the country and the world. As such, at this point in time, anyone will be forgiven for opting to do things differently.

This pandemic is a global crisis that has turned life, as we know it, on its head. Across the world, it is no longer business as usual. Hence, I wish to present this APP in a slightly unusual manner.

Let me start by saying that the role of air transportation is crucial in modern society, which is interlinked, interdependent, and heavily reliant on the movement of people and goods from one corner of the world to another. The sudden social and economic disruption brought about by the COVID-19 pandemic serves as the most powerful and vivid reminder of the essential role of aviation to life as we know it on this planet.

A year ago, governments across the world shut borders and socio-economic sectors to curb the spread of the virus. However, essential services, especially the movement of goods and other essentials by air transport, remained unrestricted. If there ever was a doubt about the real impact of aviation on a country's economy, this is testimony that human survival does really depend on the transport industry.

It is for this reason that we must every now and then pause to acknowledge any success, no matter how small, in the aviation environment. At this point we must be happy that the aviation sector continues to operate, albeit at a dampened level, which is way below what we are used to. However, the mere fact that there are still aviation activities taking place about almost a year after the world came to a standstill as a result of the pandemic, is a cause for celebration and gratitude.

All Hands on Deck to Achieve a New Operating Model

It does not take a rocket science degree to notice that the effects of the pandemic have been dire, as many operators were not active during lockdown. This resulted in many finding themselves in perilous financial situations. A handful have had to shut down or are finding it difficult to return to service.

The sudden challenges that were thrust upon the world and the aviation industry by the COVID-19 pandemic has meant that for the entire past financial year, the SACAA has had to perform its responsibilities in a relatively new way, including relying heavily on technology. Of

note is the historical challenge that relates to SACAA's financial sustainability. The SACAA is an autonomous organisation that derives its revenue from a "user pays model" that incorporates fees relating to the Passenger Safety Charge, User Fees, and the Fuel Levy. This financial model is highly sensitive to industry activities. The airline industry has experienced some challenges during the pandemic, which have had a negative impact on the SACAA's revenue and financial stability. It is therefore clear that in order for the organisation to stay afloat, it must continue to handle its finances with prudence, whilst continuing to explore other revenue streams, to serve as a buffer to enable the SACAA to continue fulfilling its mandate. In a nutshell, introducing a new operating model as well as revenue collection methods will be among the top priorities for the SACAA in the coming year.

No Need to Change the Destination

Granted, the path travelled over the past year, has been with beset by turbulences. This may require a slight deviation from the flight path, to find new ways of doing things and possibly to focus on developing a new operating business model. This, in my view would be a slight deviation from the flight path, but not necessarily a change of the destination. Our destination, which in this case is encapsulated in our Brand Promise, is "Keeping you safe in the sky". This promise remains relevant and necessary, meaning our destination will not be altered.

Team SACAA is Ready

The SACAA acknowledges the massive challenges brought about by the pandemic. Similarly, the Regulator is excited about the opportunities presented by the changing micro and macro environment. It is our belief that our resilience is built when we face our challenges head-on, with much enthusiasm and optimism to overcome and achieve. As indicated in the past, major shifts, which we have identified with our stakeholders, include, but are not limited to:

- Rapid technological shifts – which require diverse creativity, as no one has a silver bullet for managing the changing environment.
- Highly adaptable industry stakeholders whose business models force them to be flexible, agile and responsive to highly demanding markets.
- Our response to the evolving workforce ecosystem and therefore the changing face of employment. Put more aptly, how does SACAA foster a culture of diversity and manage the talent and specialist skills required for future employment? In this regard, Team SACAA will need to reskill its staff for the future work ecosystems propelled by phenomena such as the fourth industrial revolution.

Embedding the SACAA Culture

The SACAA acknowledges the fact that flexible working arrangements are fast becoming a reality for many organisations and the lessons learned by the SACAA employees, who have been working remotely on a rotational basis since the start of the lockdown, will soon prove that as an organisation we can surely survive this era. The SACAA must reflect and ensure that it considers perfecting these new working arrangements, going forward. Management has adopted a hybrid system for working remotely and in the office. Constant monitoring of

this option will continue to take place in order to arrive at a permanent suitable decision that will work for both our internal and external stakeholders.

Moreover, the implementation of the SACAA Culture and Employee Value Proposition (EVP) Plan will continue and will be embedded through various targeted campaigns.

The Business of Civil Aviation Safety and Security

The South African aviation system is an important and strategic asset of the country of South Africa due to its ability to provide safe and coordinated air transport connectivity, it facilitate trade, to boost tourism and to contribute significantly to the socio-economic growth and development of South Africa. A successful aviation regulatory model is therefore a high priority towards securing the delivery of safety and security standards and recommended practices (SARPs) as defined by the ICAO. The SACAA is a public entity, delivering aviation regulation and continuously striving to review, assess and enhance its oversight mandate to achieve government outcomes and add value to the aviation community globally. It is no coincidence that South Africa holds a remarkable record in aviation safety and security with no fatal accidents in the commercial scheduled operations for more than 30 years. This is a record that the Regulator and the industry must protect.

Some of the notable projects that the Regulator will ensure that are undertaken diligently include the implementation of the General Aviation Safety Strategy, which is aimed at introducing multiple measures to reduce accidents in this sector of aviation. The SACAA will continue to spearhead activities to ensure effective implementation of the Ministerial Air Transport Directions, in order to ensure the efficient and effective facilitation of passengers and cargo during the various levels of lockdown. The Regulator will continue to play a significant role in ensuring that all operators continue to comply with the approved measures and standard operating procedures for the purpose of containing the spread of COVID-19.

Not one to back away from a challenge, the SACAA has set its sights on very ambitious targets for the new financial year, all of which will ensure that South Africa maintains its zero fatal accident rate in commercial schedule operations, that we reduce the number of fatal accidents by 50% over the next five years, that we continue to strive and contribute towards a civil aviation that is representative of the country's demographics through our own transformation plans, and that we continue to build a civil aviation industry that contributes to the socio-economic development of our country and region.

As audacious as this Strategic Plan may seem, I have no doubt, as was the case during the previous years, that the goals set in here, are within reach. Propelled forward by the organisation's brand promise of "keeping you safe in the sky", Team SACAA is looking forward to the challenge.

Conclusion and Acknowledgements

I wish to thank the Board for its collective foresight in guiding the organisation successfully during this very challenging time. I take this opportunity to also thank the Ministry and the Department of Transport for the support and guidance provided to the SACAA on an ongoing basis throughout an era characterised by consistently moving goal posts. I also wish to thank the aviation community for the strengthened collaboration we have witnessed during the pandemic.

Allow me to also thank the Executive and staff of the SACAA for their resilience and drive in contributing to the success of the organisation. Your commitment to upholding the mandate of the SACAA does not go unnoticed.

Team SACAA will intensify financial prudence and operational efficacy in order to realise savings wherever possible. We stand ready to uphold the mandate of the SACAA once again.

Yours sincerely,

Ms Poppy Khoza
Director of Civil Aviation
Date: 24 FEB 2021

4. 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 which the SACAA will endeavour to achieve over the period from 2021/22 to 2025/26.
- Has been approved by the Board.

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Ms Phindiwe Gwebu
Executive: Corporate Services

Date: 22/02/2021

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Mr Asruf Seedat
Executive: Finance

Date: 22/2/2021

.....

Ms Poppy Khoza
Director of Civil Aviation

Date: 24/02/2021

.....

Mr Ernest Khosa
Chairperson of the Board

Date: 24/02/2021

.....

Mr Fikile April Mbalula, MP
Executive Authority
Date:

5. PART A: OUR MANDATE

5.1 Legislative and Other Mandates

5.1.1 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.

5.1.2 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.

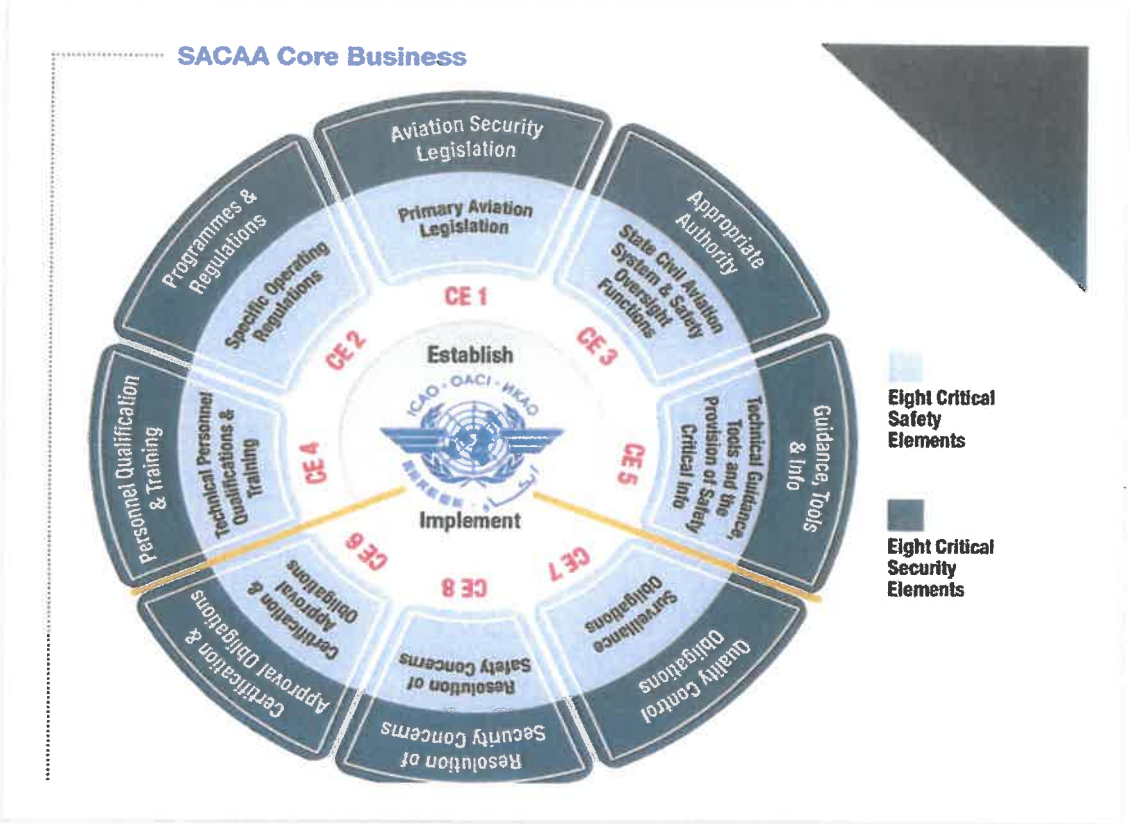
The Republic of South Africa, as a signatory State to ICAO, is committed to working with the international community to ensure safer and secure skies. This is coordinated through the Department of Transport; and all aviation organs of State are required to collaborate to achieve this mandate. The SACAA, 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.

5.1.3 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:



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

The SACAA is 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 impact of 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 of 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 on the aspirations:

Agenda 2063

THE AFRICAN WE WANT

"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 ensure 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 cognizance 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.

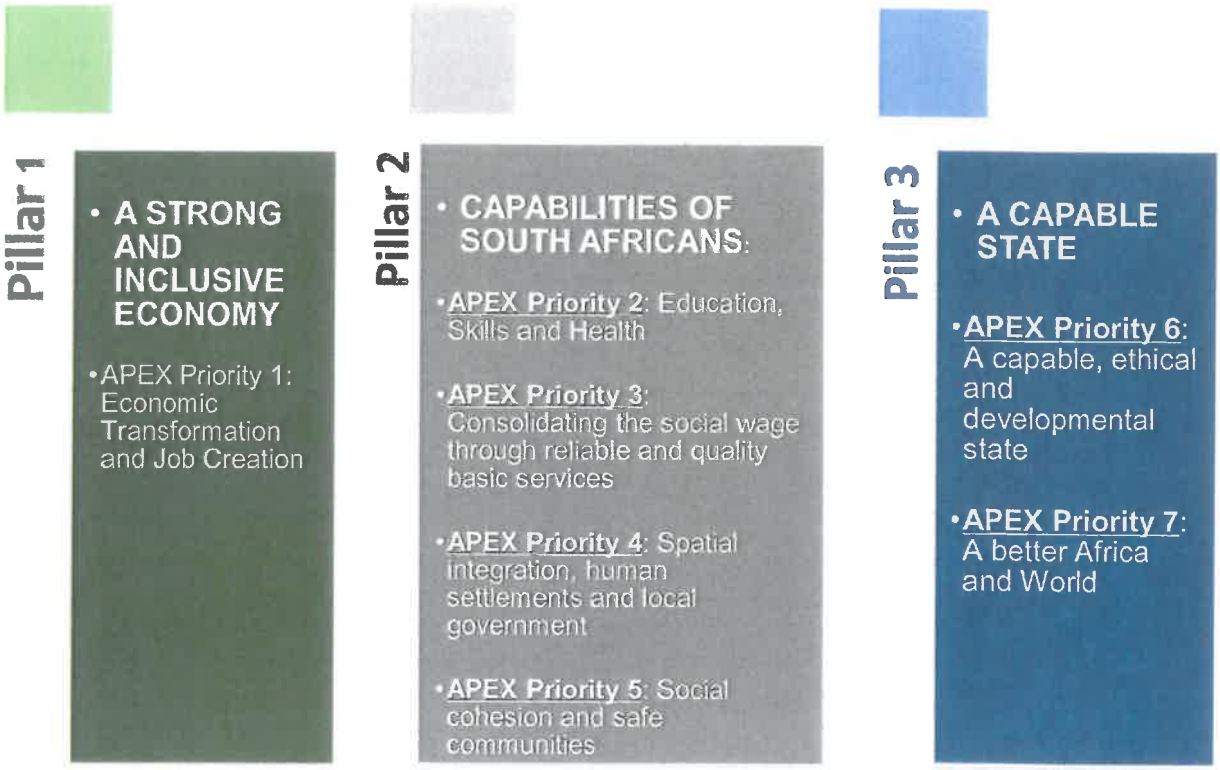
The SACAA recognises the NDP Pillars and priorities of the 6th Administration, which were also delivered at the State of the Nation address. The three NDP Pillars, on which the seven (7) APEX priorities are based, are:

Pillar 1: **A STRONG AND INCLUSIVE ECONOMY**

Pillar 2: **CAPABILITIES OF SOUTH AFRICANS**

Pillar 3: **A CAPABLE STATE.**

The South African Government Seven (7) APEX Priorities encapsulated within the three (3) pillars of the National Development Plan (NDP)



The Government has identified the seven (7) APEX priorities 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 actually 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, which is strategically located on one of the biggest shipping routes, surrounded by three oceans on the Eastern, Western and Southern seaboards, 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.

6. 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:

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

6.1 Situational Analysis

The International Air Transport Association (IATA) predicts that global air passenger activity will double by 2035. Africa's growth of 5.4% per annum is expected to outstrip the global average of less than 5% per annum over this period. Last year alone, the air transport sector is believed to have generated approximately R460 billion profit. However, most recently, the business environment for airlines has deteriorated, with rising fuel prices and a substantial weakening of world trade. There are significant risk factors adversely impacting the aviation sector globally. The political instability and the recent political conflicts between Iran and the USA never bode well for air travel. As the US-China trade war intensifies, the immediate risks to an already beleaguered air cargo industry increase; the impact of worsening trade relations could spill over and dampen demand.

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 and with some airlines ceasing to exist as a result 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 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 is 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 possibly of will begin to see 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 still 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.

At the national level, the Airlines Association of Southern Africa (AASA) stated that airlines across the Southern African Development Community (SADC) have reported a massive collective loss of about R4.08 billion. However, travel and tourism, for leisure and business, is the fastest growing sector in the world and represents one of the largest sources of growth opportunities and powerful levers for growth in the local aviation sector. The National Development Plan highlights tourism as one of South Africa's three priority industries. Around 69 million people visited Africa in 2018, which is seven percent (7%) more than in 2017. But according to the Department of Tourism in South Africa, to take full advantage of the opportunity offered by the tourism industry, certain inhibitors must first be removed. These include finding speedy solutions to unlocking the economic levers responsible for jumpstarting the stalling economy and the visa regime.

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.

6.2 External Environment Analysis

Environmental scanning is a constant and careful analysis of the internal and external environment of an organisation in order 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 Analysis

Political Factors	Impact on the SACAA	Impact
Change in government policies such as privatisation of State entities and financial support.	May affect the growth of the aviation industry.	-
Delays in approving policy reforms such as the National Civil Aviation Policy (White Paper).	Effective execution of the SACAA mandate.	-
Treasury policies e.g. PFMA procurement rules that apply to public entities like the SACAA, which are not dependent on the fiscus.	Prohibitive directives that do not consider the SACAA's unique operating environment and circumstances that impact 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, SAATM, 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.	-
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 consequently decrease, 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 therefore decrease, 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 the passenger safety charges.	This may not match increases in the SACAA operating expenses.	-
Global economic meltdown.	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 lack of 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.	-
Social Factors	**Impact on the SACAA**	**Impact**
Social 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.	-
High rate of unemployment and crime.	• 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 perception deters tourists.	-

Spread of communicable diseases, e.g. COVID-19, Zika virus, Ebola.	Decreased aviation activity, which affects tourism and passenger numbers.	-
Lack of transformation of the civil aviation industry.	Prohibits new entrants into the civil aviation industry, thereby impacting the growth of the industry and demographic representation of the industry.	–
Changing workforce ecosystem.	Inability to meet the future South African Aviation professional requirements and Transport Charter requirements.	-
	Diversity and agility in the workplace	+
Globalisation.	The fight for limited skills, putting developing countries on the back foot in comparison with first world countries with stronger currencies and non-taxable salaries.	-
Rise in substance abuse.	Impacts the safety record of airlines and therefore the safety of South African skies.	-
Increase in poor management of health cases within the SACAA and the industry.	Absenteeism and productivity are affected.	-
Lack of aviation education.	High cost of training and development for South Africans and the Region.	-
Prevalence of racial prejudice in the aviation industry.	Disrespect for SACAA officials, which affects industry growth and creates a barrier to entry.	-
	Impacts aviation compliance.	-
	Unwarranted attacks on the Regulator, distracting it from fulfilling its core mandate.	-
Technological Factors	**Impact on the SACAA**	**Impact**
The 4th Industrial Revolution (4IR) is of great significance to the aviation industry and the SACAA.	Level and speed of adaptation to innovation and technology is critical.	+
The introduction of new technology such as Unmanned Aerial Vehicles (UAV) and/or Remotely Piloted Aerial Systems (RPAS).	• 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.	+
Cyber security threats.	Cyber threats have an adverse impact on business systems, which can create regulatory and confidentiality challenges.	-
Rapid advancement of technology especially Artificial Intelligence and Robotics.	• 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.	• Timely regulations that correspond the changing operating landscape. • Calls for innovation in the way that the SACAA regulates.	+
Legal and Regulatory Factors	**Impact on the SACAA**	**Impact**
Proposed Civil Aviation Amendment Bill 44, 2018.	Will enhance regulatory practices and 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 weather patterns.	Adverse impact on aviation sector due to suspensions of flight operations 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

A second environmental scan tool that was used to ensure that the strategy review process and annual performance plan development process take into account the internal environmental analysis, to enable the appropriate setting of targets that will be in line with the organisation's mandate as contained in the Civil Aviation Act.

STRENGTHS	WEAKNESSES
▪ Strong, stable, young and transformed leadership focused on growth and development of the industry and Authority. ▪ Defined customer service standards. ▪ SACAA brand visibility in social media platforms. ▪ Structured industry forum meetings. ▪ The collaboration between the SACAA and its stakeholders during the safety and security promotion campaign speaks to a mutual strengthening of relationships. ▪ SACAA's strong local and global reputation. ▪ Prudent and resilient financial management that ensures organisational sustainability, e.g. during the COVID-19 outbreak. ▪ Effective and appropriate civil aviation legislation. ▪ Highly skilled human capital. ▪ Transformed organisation.	▪ Limited integration of automated systems to manage customer transactions. Inconsistencies in complying to the customer service standards. ▪ Overreliance on Passenger Safety Charge (PSC). ▪ Work – life balance not optimised. ▪ Inadequate office space. ▪ Information leakages to both the media and industry may sabotage the work being done to improve the image of the organisation. ▪ Long-term financial sustainability as a result of unforeseen, catastrophic and unplanned events. ▪ Inadequate information data analytics. ▪ Inefficient records management system.

▪ A consistently high-performing entity. ▪ Strong internal control environment with unqualified audit opinions and 7 clean audits in the 8-year period. ▪ Good governance and ethics. ▪ Strong, favourable international reputation. ▪ Transformational Leadership. ▪ 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.	
OPPORTUNITIES	**THREATS**
▪ Due to the successes the SACAA has achieved in the past few years, 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 a thought leader in various civil aviation specialised areas, e.g. safety, security and environmental matters. ▪ Improve oversight over general aviation. ▪ Optimise stakeholder engagements, using new technology platforms. ▪ Re-skilling towards a future work ecosystem. ▪ Promote growth, development and transformation of the civil aviation industry. ▪ Fostering robust regional cooperation and collaboration. ▪ Increasing the national footprint and visibility of the SACAA ▪ Technological advancements (external systems) ▪ Elevation to No 1 CAA status in Africa and other global certifications. ▪ Flexibility of working arrangements. ▪ The introduction of flexible client service hours. ▪ Explore the structural arrangements of independent functions with the Executive Authority.	▪ Legal liabilities arising from litigation against the SACAA. ▪ Increased cyber-attacks on critical infrastructure. ▪ Terrorism (innovative and adaptive). ▪ Volatility of airline 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 negatively affecting the sustainability of the Regulator.

▪ Multilateral / bilateral / recognition agreements with counterparts in other States	

6.3 Internal Environment Analysis

The development of the 2020/21 – 2024/25 Strategic Plan, was 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 or 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 SACAA.

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.

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.

7. 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.

7.1 Measuring the Impact

IMPACT STATEMENT	*A safe, secure, efficient and sustainable civil aviation oversight system that contributes to industry development and socio-economic growth.*

7.2 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 to select the following Outcomes that inform the Strategic Thrust in the next five years:

7.3 Defining Outcomes for 2021 – 2026

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 Corporate Governance

7.4 Alignment between the SACAA Outcomes, DoT Outcome 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.	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.
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	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.
5.	A capable State	A better Africa and World.	Improved stakeholder engagement and service excellence.		Financial Sustainability.
6.	Capabilities of South Africans	Consolidating the social wage through reliable and quality basic services.			Sustained Good Corporate Governance.
7.	A capable State	A capable, ethical and developmental state.	Sustained good governance.		
			Financial sustainability.		

7.5 DoT 2021/22 Strategy Session Outcomes

The DoT 2021/22 Strategic session was held on 15 & 16 January 2021. The outcomes that are relevant to the SACAA are outcomes 1, 2 and 5. The Department's 2021/22 Strategic session has highlighted the following strategic areas for elevation / alignment in the SACAA 2021/22 Annual Performance Plan and the organisation's response is as follows:

No.	DoT Strategic Outcomes	SACAA Action / Response
1.	Transformation of the civil aviation industry	The SACAA has developed a three-year Transformation Plan approved by the Board in the current financial year. Implementation will continue in the next two years.
2.	RPAS regulations revision	The SACAA commenced with the review of the RPAS regulations in the current financial year. Once the first phase is completed, the SACAA will allow the process to follow its natural progression into the Civil Aviation Regulations Committee as required by the law. Management will keep track of the progress on an ongoing basis.
3.	Reduction of general aviation accidents by 50% over the next five years from the 2019/20 baseline.	The SACAA developed a General Aviation Safety Strategy. The five-year strategy is aimed at reducing the number of accidents. The implementation of the strategy started in the current financial year and will be in its second-year implementation in 2021/22.
4.	Revision of the National Civil Aviation Policy	The SACAA is actively participating in the Aviation Policy Review process currently unfolding.
5.	Maintain 0% accident rate in commercial scheduled operations	The SACAA will Intensify oversight through: • The review of legislation. • Implementation of the Risk-Based Oversight model. • Implementation of the Civil Aviation Safety Plan. • Rolling out the Industry Cyber Security Strategy, and • The closure of all ICAO audit findings.

7.6 Explanation of planned performance for 2021/22 – 2025/26

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 commercial aviation. It will improve industry compliance, foster growth in the industry and contribute to the ICAO audits of Effective Implementation.
NDP and APEX Priorities.	It will enhance the sustainability of the industry, support competitiveness, and maintain safety and security.
Women, children, youth and persons with disabilities.	Facilitate movement of people and goods through a reliable air transport system. Inclusive, non-discriminatory society. Reduce fatalities.
Other policies	National Civil Aviation Policy. It will improve the regulatory legal framework.
Explanation of enablers to achieve the five-year targets.	Resources, political will, partnerships and collaboration, budget availability.
How will this Outcome contribute to the achievement of the Impact?	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.	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.	It will support economic growth and opportunities, reduce unemployment, and support transformation and job creation.
Women, children, youth and persons with disabilities.	It will enable increased direct B-BBEE spend on women, youth and people 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.
Other policies.	It will support compliance with PFMA and National Treasury. It will also support the achievement of economic policies and B-BBEE.
Explanation of enablers to achieve the five-year targets.	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.
NDP and APEX Priorities.	Skilled human capital will lead to improved capacity and productivity, supporting economic growth. Will support delivery on government priorities, aviation connectivity, tourism, trade economy etc. APEX priority 2: 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 people with disabilities.	Facilitate reskilling of the organisation, 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 re-design 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 people living with disability. 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 Corporate Governance**
Outcome's contribution to the achievement of:	
Mandate.	Regulatory oversight responsibilities of the SACAA 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 6: 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 people with disabilities.	Equal opportunities, equal rights. Corporate governance creates value for all stakeholders. Good corporate governance therefore serves the obligations and accountability of SACAA 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.

7.7 Outcome Indicators

Outcome	Outcome Indicators	Rationale for choice of Outcome Indicators
1. **Strengthened Safety and Security Oversight System**	Number of fatal accidents in scheduled commercial aviation.	There is a need to ensure that we continue to maintain the accident-free record in scheduled commercial aviation.
	Number of fatal accidents in General Aviation.	Reduce 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 airside security, terrorists are targeting landside.
	Percentage of Effective Implementation (EI) in relation to Safety Oversight.	Increased EI will lead to improved results and improved reputation.
	Percentage of EI in relation to Security Oversight.	Increased EI will lead to improved results and improved reputation.
2. **Financial Sustainability**	Percentage increase in revenue collection.	Ensure sustainability in order to carry out mandate.
	Percentage reduction of operating costs.	Compliance with treasury instructions. Sustainability.
	Percentage growth in FIU revenue.	Capital-intensive. Loss-making.
	Number of months of operating costs covered by cash reserves.	To ensure that the entity is sustainable over time.
3. **Enhanced human capital management**	Cover ratio for critical, scarce and leadership positions.	To create a sufficient and ready pool of qualified human capital.
	Cover ratio for skills impacted by 4IR.	To ensure agility in the 4IR.
	Percentage of engagement levels.	To attract and retain critical talent.
	Percentage of women in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Percentage of youth in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Percentage of Persons with Disabilities in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Productivity index optimisation.	To optimise productivity of the workforce for sustainability.

4. Innovation and technology management	Business process redesign.	To review all business processes and reduce inefficiencies, bureaucracy and non-value-adding processes.
	Business intelligence capability (data analytics tools and techniques).	To streamline all information and data in the organisation in a centralised manner to support smarter business decisions and effective reporting mechanisms.
	Percentage of system reliability.	To ensure that business continuity and service level standards are met.
	Percentage of automation of manual operations and systems upgrade.	To ensure efficient service excellence.
	Number of times there are successful cyber-attacks.	To build cyber resilience against threats.
5. Improved stakeholder engagement and service excellence	Customer satisfaction index.	To ensure that the SLA measurements are met. Ensures that the Regulator's mandate is met.
	Number of countries where regional support initiatives are offered.	Speaks to ICAO "No Country Left Behind", talks to a better Africa and World.
	Number of learners in all provinces enrolled in transformation initiatives per year (e.g. career awareness / Maths and Science education campaigns).	Talks to the APEX priorities, NDP, enhances reputation, builds capacity.
	Number of socio-economic development programmes.	Aligns with the APEX priority relating to women, youth and people with living disabilities, poverty alleviation, addresses unemployment, and reduce 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 corporate governance	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 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.

7.8 Measuring Outcomes

Outcome	Outcome Indicators:	Baselines	5-year target
1. Strengthened safety and security Oversight System.	Number of fatal accidents in scheduled commercial aviation.	0	0
	Maintain a Positive Safety Oversight Index in all areas.	+1	+1
	Number of fatal accidents in General Aviation.	20	50% Reduction
	Number of RPAS infringements into controlled airspace.	11	0
	Number of cyber-attacks.	0	0
	Number of landside incidents at international airports.	3	0*
	Percentage of EI in relation to Safety Oversight.	87%	90%
	Percentage of EI in relation to Security Oversight.	83%	90%
	* These are emerging threats.		
2. Financial sustainability.	Percentage increase in passenger numbers.	0.5%	**Minimum 1% increase per annum
	Percentage reduction in operating costs	0	Decrease 2% of baseline
	Number of months of operating costs covered by cash reserves	0	6 months
	** Subject to COVID-19 impact.		
3. Enhanced human capital management.	Cover ratio for critical, scarce and leadership positions.	1:1	2:1
	Cover ratio for skills impacted by 4IR.	0:0	1:1
	Percentage of staff engagement levels.	65%	70%
	Percentage of women in transformation programmes (e.g. bursaries, trainees, internships).	47%	50%
	Percentage of youth in transformation programmes (e.g. bursaries, trainees, internships).	100%	100%
	Percentage of Persons with Disabilities in transformation programmes (bursaries, trainees, internships).	0,5%	3%
	Productivity index.	Zero	Productivity matrix
4. Innovation and technology management.	Business process redesign.	Not Known	100%
	Business intelligence Maturity Assessment and capability development.	Unknown	Maturity level 3
	Percentage system availability.	90%	95%
	Percentage automation of manual operations.	40%	95%
	Recovery response time, following a cyberattack.	6 days	2 days
5. Improved stakeholder engagement and service excellence.	Customer satisfaction index.	Not Established	75%
	Number of countries where regional support initiatives are being offered.	3	14
	Number of learners in all provinces enrolled in transformation initiatives per year (career awareness/Maths & Science education campaigns).	40 000	60 000
	Number of socio-economic development programmes.	2	3

6. Sustained good corporate governance.	Number of supplier & enterprise development initiatives.	3	10
	Percentage compliance with PFMA.	90%	100%
	AG Audit Opinion.	Unqualified and no material findings	Unqualified and no material findings
	Percentage closure of Internal Audit findings.	69%	75%
	Percentage APP Achievement.	100%	100%

7.9 Outcomes, Outputs, Performance Indicators and Targets

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1	Strengthened safety and security oversight system	Cyber Security Strategy implementation.	Percentage Industry Cyber Security Strategy implemented.	N/A	N/A	N/A	ExCo approved Industry Cyber Security Strategy.	Implement 90% of Phase 1 of the Industry Cyber Security Strategy.	Implement 90% of Phase 2 of the Industry Cyber Security Strategy.	Develop regulations on industry cyber security and consult industry. Project close out.	N/A	N/A
2		Civil Aviation Safety Plan (CASP) implementation.	Percentage Civil Aviation Safety Plan implemented.	N/A	N/A	N/A	ExCo approved Aviation Safety Plan.	Develop a CASP implementation plan and implement 90% of Phase 1 targets.	Implement 90% of Phase 2 of the Civil Aviation Safety Plan (CASP).	Implement 90% of Phase 3 of the Civil Aviation Safety Plan (CASP).	Review the Civil Aviation Safety Plan (CASP).	Implement 90% of Phase 1 of the Civil Aviation Safety Plan (CASP).
3		Risk-based oversight implementation.	Percentage risk-based oversight model implemented.	N/A	N/A	N/A	ExCo approved risk-based oversight model.	Develop an RBO implementation plan and implement 90% of Y1 targets.	Implement 100% of the Y2 implementation plan of the Risk Based Oversight model.	Conduct risk-based oversight using approved model.	Conduct risk-based oversight using approved model.	Conduct risk-based oversight using approved model.
		N/A	N/A	N/A	A business case for RPAS Operations Monitoring System developed.	80% of the Phase 1 RPAS Operations Monitoring System project plan was implemented and approved by ExCo. Progress was reported to Board.	Revised RPAS regulations that include the enforcement and monitoring of RPAS operations.	N/A	N/A	N/A	N/A	N/A
4		Civil Aviation Pandemic	Revised Civil Aviation Pandemic	N/A	N/A	N/A	N/A	Review the Civil Aviation Pandemic Preparedness Plan.	Operationalise the Civil Aviation	N/A	N/A	N/A

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		Preparedness Plan.	Preparedness Plan.						Pandemic Preparedness Plan.			
5		Concept document for provision of examinations in the Region.	Concept document on the administration of Regional examinations developed.	N/A	N/A	N/A	N/A	Develop a concept document to administer examinations within the Region, on a cost recovery basis.	N/A	N/A	N/A	N/A
6		Security Culture plan	Security Culture plan developed, and percentage implemented.	N/A	N/A	N/A	N/A	Develop and implement 90% of Y1 of the Security Culture plan.	Implement 100% of Y2 of the Security Culture plan.	N/A	N/A	N/A
7		USAP Preparedness plan.	Percentage USAP Preparedness plan implemented.	ICAO USAP CMA readiness plan developed and implemented.	A Peer Assessment USAP CMA Corrective Action Plan (CAP) developed and approved by ExCo.	96% of the Peer Assessment CAP was implemented and approved by ExCo and reported to the Board.	80% of the USAP CMA Preparedness plan implemented and approved by ExCo.	Revise USAP preparedness plan and implement 100% of the plan.	Develop an ICAO USAP CMA Corrective Action Plan (CAP).	Close 70% 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.
		N/A	N/A	USOAP CMA Audit outcome with no Significant Safety Concern (SSC).	84,62% of the SACAA specific USOAP CMA CAP implemented and approved by ExCo.	91,35% of the ICAO USOAP CMA CAP implemented and approved by ExCo.	N/A	N/A	N/A	N/A	N/A	N/A
8		ICVM Preparedness Plan.	ICVM Preparedness Plan revised and Percentage ICVM Preparedness	N/A	N/A	N/A	ExCo approved ICVM Preparedness plan.	Revise and implement 90% of the ICVM Preparedness Plan in line with the new ICAO requirements.	N/A	N/A	N/A	N/A

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
			plan implemented.									
9		Status of State Letters against Civil Aviation Regulations.	Gap analysis report on State Letters developed and a corrective action plan developed.	N/A	N/A	N/A	N/A	Develop a gap analysis report on the status of State Letter requirements against the Civil Aviation Regulations and develop a corrective action plan.	Implement 50% of the corrective action plan on State Letters.	Implement 100% of the corrective action plan on State Letters.	N/A	N/A
10		N/A	Improved Personnel Licensing administration.	Improved Personnel Licensing Approach project plan developed, and percentage implemented	Develop Improved Aviation Personnel Licensing Approach and submit to ExCo for approval.	100% of the Phase 1 Improved Licensing Approach project plan implemented and approved by ExCo. Progress reported to Board.	80% of the Phase 2 Improved Personnel Licensing Approach project implemented and approved by ExCo and reported to Board.	Develop and implement 100% of Improved Personnel Licensing Approach project and report progress to Exco and Board.	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	Framework for FIU sustainability developed and approved by the Board.	100% of the backlog in the FIU programme implemented.	N/A	N/A	N/A	N/A	N/A
11		GA Safety Strategy implementation.	Percentage GA Safety Strategy implemented.	N/A	N/A	General Aviation (GA) Safety Strategy and implementation plan developed and approved by DCA.	90% Implementation of Phase 1 of the General Aviation Safety Strategy implemented and approved by ExCo.	Implement 90% of Year 2 GA Safety Strategy.	Implement 100% of the Year 3 GA Safety Strategy.	Revise GA Safety Strategy.	Implement 90% of the Year 1 GA Safety Strategy.	Implement 90% of the Year 2 GA Safety Strategy.
12	Financial sustainability	Activity-Based Costing model implementation.	Percentage ABC model implemented.	N/A	N/A	100% of the Phase 2 funding model project plan	ABC model implementation plan developed and 90%	Implement 90% of the ABC model in 1 Technical division.	Implement 100% of the ABC model in the remaining	N/A	N/A	N/A

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						implemented and approved by ExCo and reported to Board.	implemented. Implementation approved by Board.		Technical divisions.			
13		Elimination of wasteful and fruitless expenditure	Percentage reduction of cases of wasteful and fruitless expenditure	N/A	N/A	N/A	N/A	100% reduction of cases of wasteful and fruitless expenditure	100% reduction of cases of wasteful and fruitless expenditure	100% reduction of cases of wasteful and fruitless expenditure	100% reduction of cases of wasteful and fruitless expenditure	100% reduction of cases of wasteful and fruitless expenditure
14		Reduction of irregular expenditure	Percentage reduction of cases of irregular expenditure	N/A	N/A	N/A	N/A	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure
15		Compliance to 30-day payment requirement	Percentage compliance to 30-day payment requirement	N/A	N/A	N/A	N/A	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
16	Enhanced human capital management.	Human Capital Plan implementation.	Percentage Human Capital Plan implemented.	N/A	HR annual plan developed and implemented. Implementation approved by the HRC.	93% of the HR annual plan was implemented and approved by the HRC.	Five-year Human Capital Management Strategy developed and approved by HRC and Board.	Implement 90% of Y1 Human Capital Plan	Implement 90% of Y2 Human Capital Plan	Implement 90% of Y3 Human Capital Plan	Implement 90% of Y4 Human Capital Plan	Implement 90% of Y5 Human Capital Plan.
17	Innovation and Technology Management.	Business Process Redesign project plan implementation	Percentage Business Process Redesign project plan implemented.	N/A	N/A	N/A	Business Process Redesign project plan developed and approved by ExCo.	Implement 90% of the Business Process Redesign project plan.	Implement 90% of the Business Process Redesign project plan.	Implement 100% of the Business Process Redesign project plan.	Evaluation of the To-Be processes against efficiency targets.	N/A
18		ICT Plan implementation.	Percentage ICT plan implemented.	N/A	N/A	3-year ICT Strategy developed and	90% of the Phase 1 ICT Strategy was implemented	Implement 90% of Phase 2 of the ICT Plan	Implement 100% of Phase 3 of the ICT Plan	Revise the ICT Plan for approval by the Board. Implement 90% of	Implement 90% of Phase 2 of ICT Plan	Implement 90% of Phase 3 of ICT Plan

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
						approved by Board.	and approved by the Board.			Phase 1 targets as per approved plan		
19		Research Strategy implementation.	Percentage Research Strategy implemented.	N/A	N/A	N/A	ExCo approved Research Strategy	Implement 80% of Y1 of the Research Strategy implementation plan	Implement 85% of Y2 of the Research Strategy implementation plan	Implement 100% of Y3 of the Research Strategy implementation plan	N/A	N/A
20	Improved Stakeholder engagement and service excellence.	Stakeholder Management Plan Phase 2 implementation.	Percentage Stakeholder Management Plan implemented.	90% of Stakeholder Management Plan implemented and reported to Board.	90% of Stakeholder Management Plan implemented and reported to Board.	Stakeholder Management Strategy developed and approved by the Board.	80% of the Phase 1 Stakeholder Management Strategy implemented and approved by ExCo, progress reported to Board.	Implement 90% of Phase 2 Stakeholder Management Plan.	Implement 90% 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.
21		Customer Contact Centre business case implementation.	Percentage Customer Contact Centre business case implemented.	90% of Phase 1 of the Change management programme implemented and reported to ExCo.	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.	80% of the Phase 1 Customer Contact Centre business case implemented and approved by the ExCo, progress reported to Board.	Implement 85% of Phase 2 Customer Contact Centre business case.	Implement 100% of Phase 3 Customer Contact Centre business case.	Monitor and evaluate effectiveness of Customer Contact Centre and implement recommendations.	Conduct a Customer Satisfaction survey and produce a report with recommendations.	Implement 90% of customer survey recommendations.
22		Transformation plan implementation.	Percentage Transformation plan implemented.	N/A	N/A	N/A	The three-year Transformation plan targeting Youth, Women and Persons with disabilities developed and approved by the Board. 90% of implementation achieved and approved by ExCo, progress	Implement 90% of Year 2 of the Transformation plan.	Implement 100% of Year 3 of the transformation plan.	Revise the 3-year transformation plan and implement 80% of the plan.	Implement Year 2 of the transformation plan.	Implement Year 3 of the transformation plan.

NO	Outcome	Outputs	Output Indicators 2021/22	Audited / Actual Performance			2020/21	MTEF period – Annual Targets				
				2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
							reported to Board.					
23		Revision of Regional Cooperation Strategy.	Regional Cooperation Strategy revised	N/A	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	Revise the Regional Cooperation Strategy and develop a three-year 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.	N/A
24	Sustained Good Governance.	Unqualified audit.	Unqualified audit outcome by AGSA.	N/A	N/A	N/A	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.
25		Implementation of action plan to address audit findings	Percentage implementation of action plans to address audit findings	N/A	N/A	N/A	N/A	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings
26		Adequacy of responses to Parliament questions	Percentage responses to Parliament questions within stipulated timelines	N/A	N/A	N/A	N/A	100% responses to Parliament questions	100% responses to Parliament questions	100% responses to Parliament questions	100% responses to Parliament questions	100% responses to Parliament questions
27		Resolution of reported incidents of corruption	Percentage resolution of reported incidents of corruption	N/A	N/A	N/A	N/A	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption
28		An Ethical Organisation	Percentage Ethics Plan implemented	N/A	N/A	N/A	N/A	Develop and implement 80% of the Ethics Plan	Develop and implement 85% of the Ethics Plan	Develop and implement 90% of the Ethics Plan	Develop and implement 95% of the Ethics Plan	Develop and implement 100% of the Ethics Plan

7.10 Annual and Quarterly Targets

No	Output Indicator	Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	Percentage Industry Cyber Security Strategy implemented.	Implement 90% of Phase 1 of the Industry Cyber Security Strategy.	Implement 30% of the Industry Cyber Security strategy for approval by ExCo and report progress to Board.	Implement 50% of the Industry Cyber Security strategy for approval by ExCo and report progress to Board.	Implement 70% of the Industry Cyber Security strategy for approval by ExCo and report progress to Board.	Implement 90% of the Industry Cyber Security strategy for approval by ExCo and report progress to Board.
2	Percentage Civil Aviation Safety Plan implemented.	Develop a CASP implementation plan and implement 90% of Phase 1 targets.	Develop the CASP implementation plan for approval by ExCo.	Implement 30% of Phase 1 of the CASP for approval by ExCo and report progress to Board.	Implement 60% of Phase 1 of the CASP for approval by ExCo and report progress to Board.	Implement 90% of Phase 1 of the CASP for approval by ExCo and report progress to Board.
3	Percentage Risk-based oversight model implemented.	Develop an RBO implementation plan and implement 90% of Y1 targets.	Develop the Y1 RBO implementation plan for approval be ExCo and report progress to Board.	Implement 30% of Phase 1 RBO deliverables for approval by Exco and report progress to Board.	Implement 60% of Phase 1 RBO deliverables for approval by Exco and report progress to Board.	Implement 90% of Phase 1 RBO deliverables for approval by Exco and report progress to Board.
4	Revised Civil Aviation Pandemic Preparedness Plan.	Review the Civil Aviation Pandemic Preparedness Plan.	Stakeholder consultation on the Civil Aviation Pandemic Preparedness Plan and submit stakeholder consultation progress report to ExCo.	Stakeholder consultation on the Civil Aviation Pandemic Preparedness Plan and submit stakeholder consultation progress report to ExCo.	Revise Civil Aviation Pandemic Preparedness Plan and submit draft to ExCo for comments.	Submit final Civil Aviation Pandemic Preparedness Plan to ExCo for approval.
5	Concept document on the administration of Regional examinations developed.	Develop a concept document to administer examinations within the Region on a cost recovery basis.	Conduct a needs analysis in the region for examination services. Report progress to ExCo.	Conduct a needs analysis in the region for examination services. Report progress to ExCo.	Develop a draft concept document for ExCo comments.	Submit the final concept document for providing examinations in the Region for ExCo approval.
6	Security Culture plan developed, and percentage implemented.	Develop and implement 90% of Y1 of the Security Culture plan.	Develop the Security Culture plan for approval by DCA.	Implement 30% of the Security Culture plan for approval by DCA.	Implement 60% of the Security Culture plan for approval by DCA	Implement 90% of the Security Culture plan for approval by DCA
7	Percentage USAP Preparedness Plan implemented	Revise USAP Preparedness Plan and implement 100% of the plan.	Revise the USAP Preparedness Plan and submit to ExCo for approval.	Implement the 30% of the USAP Preparedness Plan.	Implement the 60% of the USAP Preparedness Plan.	Implement the 100% of the USAP Preparedness Plan.

8	ICVM Preparedness Plan revised and Percentage ICVM Preparedness Plan implemented.	Revise and implement 90% of the ICVM Preparedness Plan.	Revise the ICVM Preparedness Plan and submit to ExCo for approval.	Implement 30% of the ICVM Preparedness Plan and report progress to ExCo.	Implement 60% of the ICVM Preparedness Plan and report progress to ExCo.	Implement 90% of the ICVM Preparedness Plan and report progress to ExCo.
9	Gap analysis report on State Letters developed and a corrective action plan developed.	Develop a gap analysis report on the status of State Letter requirements against the Civil Aviation Regulations and develop a corrective action plan.	Conduct a gap analysis on the status of State Letters against the Civil Aviation Regulations and report progress to ExCo.	Develop the gap analysis report on the status of State Letters against the Civil Aviation Regulations for approval by ExCo.	Develop a corrective action plan to close the gap in the CARs in line with the State Letters.	Submit a final corrective action plan and submit to ExCo for approval.
10	Improved Personnel Licensing Approach project plan developed, and percentage implemented.	Develop and implement 100% of Improved Personnel Licensing Approach project and report progress to ExCo and Board.	Develop the Improved Personnel Licensing Approach project plan for ExCo approval.	Implement 40% of the Improved Personnel Licensing Approach project plan for ExCo approval.	Implement 70% of the Improved Personnel Licensing Approach project plan for ExCo approval.	Implement 100% of the Improved Personnel Licensing Approach project plan for ExCo approval.
11	Percentage GA Safety Strategy implemented.	Implement 90% of Year 2 GA Safety Strategy.	Implement 30% of the Year 2 deliverables in the GASS for ExCo approval.	Implement 50% of the Year 2 deliverables in the GASS for ExCo approval.	Implement 70% of the Year 2 deliverables in the GASS for ExCo approval.	Implement 90% of the Year 2 deliverables in the GASS for ExCo approval.
12	Percentage ABC model implemented.	Implement 90% of the ABC model in 1 Technical division.	Implement 30% of the ABC model in 1 Technical division for approval by ExCo and report progress to Board.	Implement 50% of the ABC model in 1 Technical division for approval by ExCo and report progress to Board.	Implement 70% of the ABC model in 1 Technical division for approval by ExCo and report progress to Board.	Implement 90% of the ABC model in 1 Technical division for approval by ExCo and report progress to Board.
13	Percentage reduction of cases of wasteful and fruitless expenditure	75% reduction of cases of wasteful and fruitless expenditure	N/A	Report on steps taken to reduce wasteful and fruitless expenditure to ExCo and Board.	Report on steps taken to reduce wasteful and fruitless expenditure to ExCo and Board.	75% reduction of wasteful and fruitless expenditure cases and report to board and DoT..
14	Percentage reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	N/A	Report on steps taken to reduce irregular expenditure to ExCo and Board.	Report on steps taken to reduce irregular expenditure to ExCo and Board.	75% reduction of irregular expenditure and report to Board and DoT on steps taken to reduce irregular expenditure.
15	Percentage compliance to 30-day payment requirement	100% compliance to 30-day payment requirement	N/A	Report on steps taken to ensure compliance to the 30-day payment requirement to ExCo.	Report on steps taken to ensure compliance to the 30-day payment requirement to ExCo.	100% compliance to 30-day payment and report to Board and DoT on steps taken to ensure compliance to the 30-day payment requirement.
16	Percentage Human Capital Plan implemented.	Implement 90% of Y1 Human Capital Plan.	Implement 30% of the Y1 Human Capital Plan, for approval by Exco and the HRC.	Implement 50% of the Y1 Human Capital Plan, for approval by ExCo and the HRC.	Implement 70% of the Y1 Human Capital Plan, for approval by ExCo and the HRC.	Implement 90% of the Y1 Human Capital Plan, for approval by ExCo and the HRC.

17	Percentage business process redesign project plan implemented.	Implement 90% of the business process redesign project plan.	Implement 30% of the business process redesign project plan for approval by ExCo.	Implement 50% of the business process redesign project plan for approval by ExCo.	Implement 70% of the business process redesign project plan for approval by ExCo.	Implement 90% of the business process redesign project plan for approval by ExCo.
18	Percentage ICT plan implemented.	Implement 90% of Phase 2 of the ICT Plan.	Implement 30% of Phase 2 of the ICT Plan for approval by ExCo and report progress to Board.	Implement 50% of Phase 2 of the ICT Plan for approval by ExCo and report progress to Board.	Implement 70% of Phase 2 of the ICT Plan for approval by ExCo and report progress to Board.	Implement 90% of Phase 2 of the ICT Plan for approval by ExCo and report progress to Board.
19	Percentage Research Strategy implemented.	Implement 80% of Y1 of the Research Strategy implementation plan.	Implement 20% of Y1 of the Research Strategy implementation plan and report progress to ExCo.	Implement 40% of Y1 of the Research Strategy implementation plan and report progress to ExCo.	Implement 60% of Y1 of the Research Strategy implementation plan and report progress to ExCo.	Implement 80% of Y1 of the Research Strategy implementation plan and report progress to ExCo.
20	Percentage SMP implemented.	Implement 90% of Phase 2 of the Stakeholder Management Plan.	Implement 30% of Phase 2 of the SMP for approval by ExCo and report progress to the Board.	Implement 50% of Phase 2 of the SMP for approval by ExCo and report progress to the Board.	Implement 70% of Phase 2 of the SMP for approval by ExCo and report progress to the Board.	Implement 90% of Phase 2 of the SMP for approval by ExCo and report progress to the Board.
21	Percentage Customer Contact Centre business case implemented.	Implement 80% of Phase 2 of the Customer Contact Centre business case.	Implement 20% of Phase 2 of the Customer Contact Centre for approval by ExCo and report progress to Board.	Implement 40% of Phase 2 of the Customer Contact Centre for approval by ExCo and report progress to Board.	Implement 60% of Phase 2 of the Customer Contact Centre for approval by ExCo and report progress to Board.	Implement 80% of Phase 2 of the Customer Contact Centre for approval by ExCo and report progress to Board.
22	Percentage Transformation plan implemented.	Implement 90% of Year 2 of the Transformation plan.	Implement 30% of Year 2 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 50% of Year 2 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 70% of Year 2 of the Transformation Plan for approval by ExCo and report progress to Board.	Implement 90% of Year 2 of the Transformation Plan for approval by ExCo and report progress to Board.
23	Approved Revised Regional Cooperation Strategy.	Revise the Regional Cooperation Strategy and develop a three-year roll-out plan.	Consult stakeholders and report progress to ExCo.	Consult stakeholders and report progress to ExCo.	Revise Regional Cooperation Strategy and submit to ExCo for comments.	Submit final Regional Cooperation Strategy for approval by ExCo.
24	Unqualified audit Outcome by AGSA.	Achieve unqualified audit with no material findings.	N/A	N/A	N/A	Achieve unqualified audit opinion from AGSA with no material findings.
25	Percentage implementation of action plans to address audit findings	100% implementation of action plans to address audit findings for the previous financial year.	N/A	Develop a corrective action plan for approval by ExCo & Board.	Close 50% of audit findings for approval by ExCo and Board.	Close 100% of audit findings for the previous financial year for approval by ExCo and Board.
26	Percentage responses to Parliament questions within stipulated timelines.	100% responses to DoT on Parliament Questions (PQs).	100% Responses on all PQs to DoT on SACAA related PQs and report to ExCo.	Bi-Annual Report on the status of responses to Parliamentary Questions to Board and DoT.	100% Responses on all PQs to DoT on SACAA related PQs and report to ExCo.	100% Responses on all SACAA related PQs to Board and DoT.

27	Percentage resolution of reported incidents of corruption.	95% resolution of reported incidents of corruption within prescribed timeframes.	Resolve any reported corruption incidents within prescribed timeframes and report to Board.	Resolve any reported corruption incidents within prescribed timeframes and report to Board.	Resolve any reported corruption incidents within prescribed timeframes and report to Board.	95% resolution of reported incidents of corruption within prescribed timeframes and report to Board.
28	Percentage Ethics Plan implemented.	Develop and implement 80% of the Ethics Implementation Plan	Develop Ethics implementation plan for approval by Board	Implement 25%of the Ethics implementation plan	Implement 50%of the Ethics implementation plan	Implement 80%of the Ethics implementation plan

7.11 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 a 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 on 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 oversight model.	ExCo report. Primary data / information.	Quantitative	ExCo resolution. Approved RBO implementation report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Risk assessment of civil aviation activities and adequate industry oversight.	E: ASO E:AI E: AvSec
4. Revised Civil Aviation Pandemic Preparedness Plan.	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.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative	Quarterly	Adequate management of a pandemic outbreak within civil aviation.	E: ASO, E:AI, E: Avsec
5. A concept document on Regional Examinations administration.	Investigate the need for the administration of examinations	ExCo report Primary data / information.	Qualitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative	Quarterly	Improve Regional aviation safety and security.	E: ASO

	within the Region.										
6. Security Culture promotions plan	An awareness and educational campaign for a security culture	DCA report. 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
7. USAP Preparedness Plan.	A plan to prepare for the upcoming ICAO USAP CMA audit.	ExCo report. Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	USAP CMA audit readiness.	E: AvSec
8. ICVM Preparedness Plan.	A plan to prepare for ICVM audit.	ExCo report. Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	ICVM audit readiness.	E: LAC
9. Gap analysis report on State Letters vs the CARs.	A status report on the gaps in the CARs as a result 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
10. Improved Personnel Licensing Approach project plan developed, and percentage implemented.	A plan to ensure adequate oversight of aviation personnel licencing.	ExCo report Primary data / information.	Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	Adequate licensing of aviation personnel.	E: ASO
11. GA Safety Strategy implementation.	Accident prevention 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
12. ABC model implemented.	Revenue collection consistent with services provided.	Board report. Primary data / information.	Quantitative	Board resolution. ABC model implementation report.	Approved Master Oversight and surveillance Plan.	N/A	N/A	Cumulative (Year-end)	Quarterly	Improved revenue collection.	E: F
13. Fruitless and wasteful expenditure	Elimination of fruitless and wasteful expenditure.	Board report. Primary data / information.	Quantitative	Board resolution. Fruitless and wasteful expenditure report.	Financial statements	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin
14. Irregular expenditure	Reduction of irregular expenditure.	Board report. Primary data / information.	Quantitative	Board resolution. Irregular expenditure report.	Financial statements	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin

15. 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.	Financial statements	N/A	N/A	Non-Cumulative	Quarterly	Strengthened control environment.	E: Fin
16. Human Capital Strategy implementation.	Effective Human Capital management.	HRC reports Primary data / information.	Quantitative	HRC approval. HC Plan.	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
17. Business process redesign project plan 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
18. ICT plan implemented.	ICT system that enables the business operations.	Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	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: F
19. Research Strategy implemented.	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
20. Stakeholder Management Plan implementation.	Improved Stakeholder relationships.	Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	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
21. Customer Contact Centre business case implementation	Improved customer services.	Board report. Primary data / information.	Quantitative Calculated based on the number of planned activities per quarter.	ExCo resolution. Customer Contact centre implementation report.	SCM compliance in the appointment of service providers.	N/A	N/A	Cumulative (Year to date)	Quarterly	Effective customer management	E:CS
22. Transformation plan implementation.	Transformation targets positively impacting youth, women and persons with with disabilities.	ExCo report. Primary data / information.	Quantitative	Board resolution. Transformation Plan report.	Compliance with B-BBEE targets.	As per the transformation plan.	As per the transformation plan.	Cumulative	Quarterly	Impactful transformation initiatives.	E:CS E: Fin E: HR
23. Approved Revised Regional Cooperation Strategy.	Regional cooperation and transfer skills.	ExCo report Primary data / information.	Qualitative	Board resolution. Approved Regional Cooperation Strategy.	Successful consultation with the countries in the Region.	N/A	N/A	Non-Cumulative	Quarterly	Regional cooperation.	E: CS

24. 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
25. AGSA audit findings.	Closed AGSA audit findings for the previous financial year.	Board report. Primary data / information.	Quantitative	Board resolution.	No repeat findings.	N/A	N/A	Cumulative	Quarterly	Improved governance.	E: Fin
26. Parliament questions closed.	Improved governance environment.	DCA approved PQs. Primary data / information.	Quantitative	DCA approval.	DOT approval of PQs.	N/A	N/A	Non-Cumulative	Quarterly	Improved governance.	E: CS
27. Resolution of corruption incidents.	Improved control environment.	Board Report. Primary data / information.	Qualitative	DCA / Board resolution.	Completion of investigations.	N/A	N/A	Non-Cumulative	Quarterly	Improved governance.	CAE
28. Ethics culture instilled.	Promoting a culture of ethical behaviour.	Board report. Primary data / information.	Quantitative	Board resolution.	Effective ethics plan implementation.	N/A	N/A	Cumulative	Quarterly	Improved governance.	Company Secretary

8. KEY RISKS

The organisation conducted a preliminary risk assessment on 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.	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.	Poor corporate governance.	Implementation of the Ethics plan and the implementation of an awareness training plan for employees.
8	Sustained Good Governance.	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.	Inability of the business to continue operations following a disruptive event.	Implementation of the Business Continuity Plan.
10	Sustained Good Governance.	Non-compliance with new and amended legislation and regulations.	Implementation of the Legal Compliance plan.

9. MEDIUM-TERM STRATEGIC BUDGET

Statement of Financial Position	Actual Mar-20 R'000	ENE Mar-21 R'000	ENE Mar-22 R'000	ENE Mar-23 R'000	ENE Mar-24 R'000
ASSETS					
Non - Current Assets	**94 153**	**97 356**	**164 697**	**316 352**	**295 387**
Property Plant and equipment	22 234	21 610	67 092	219 389	200 066
Intangible assets	71 919	75 746	97 605	96 963	95 321
Current Assets	**392 608**	**206 523**	**152 591**	**125 908**	**149 355**
Trade and other receivables	93 567	20 486	34 880	48 033	60 605
Inventory	1 064				
Bank balances and cash	297 977	186 037	117 710	77 875	88 750
TOTAL ASSETS	**486 761**	**303 879**	**317 288**	**442 260**	**444 742**
NET ASSETS & LIABILITIES					
Capital and reserves	**427 459**	**231 928**	**231 928**	**231 928**	**231 928**
Non distributable reserves	-	-	-	-	-
Accumulated funds	427 459	231 928	231 928	231 928	231 928
Non - Current Liabilities					
Finance lease liability		-	-	**110 824**	**98 510**
Current Liabilities	**59 302**	**71 952**	**85 360**	**99 509**	**114 304**
Trade and other payables	58 723	71 373	84 781	98 930	113 725
Provisions	-	-	-	-	-
Operating Lease Liability	579	579	579	579	579
TOTAL NET ASSETS & LIABILITIES	**486 761**	**303 879**	**317 288**	**442 260**	**444 742**

10. STATEMENT OF FINANCIAL POSITION

Statement of Financial Position	ACTUAL 2019/20	ENE BUDGET 2020/21		FCST 2020/21		ENE BUDGET 2021/22		ENE BUDGET 2022/23		ENE BUDGET 2023/24	
Total Revenue:	**764 438 957**	**822 307 428**		**437 347 208**	-42,8%	**714 851 827**	63,5%	**776 656 737**	8,6%	**820 340 263**	5,6%
User fees	102 933 649	118 409 046		89 867 819	-12,7%	91 962 234	2,3%	98 735 752	7,4%	114 979 543	16,5%
Safety Charges	555 178 876	621 677 227		115 412 000	-79,2%	276 081 067	139,2%	417 897 582	51,4%	543 681 212	30,1%
Fuel Levy	21 491 236	28 390 951		28 390 951	32,1%	29 810 499	5,0%	31 241 403	4,8%	32 616 024	4,4%
NDoT - AIID	33 150 288	34 552 425		34 552 425	4,2%	35 947 425	4,0%	37 265 769	3,7%	38 639 000	3,7%
NDoT - Operations	-	-		155 479 000	100,0%	277 600 000	78,5%	187 900 000	-32,3%	85 800 000	-54,3%
Other Income	51 684 909	19 277 779		13 645 014	-73,6%	3 450 603	-74,7%	3 616 232	4,8%	4 624 484	27,9%
Less: Staff Related Costs	**(455 594 426)**	**(622 113 934)**		**(461 944 053)**	1,4%	**(514 419 764)**	11,4%	**(551 390 055)**	7,2%	**(583 377 784)**	5,8%
Gross Remuneration	(414 187 890)	(479 632 604)		(437 917 613)	5,7%	(480 060 657)	9,6%	(510 304 479)	6,3%	(540 412 443)	5,9%
Perfomance Bonus	1 457 395	(86 038 000)		-	-100,0%	-	0,0%	-	0,0%	-	0,0%
Training	(15 736 128)	(23 116 602)		(4 278 435)	-72,8%	(7 807 355)	82,5%	(13 182 107)	68,8%	(13 834 119)	4,9%
Bursaries	(6 197 314)	(10 705 032)		(3 532 469)	-43,0%	(6 300 000)	78,3%	(6 602 400)	4,8%	(6 892 906)	4,4%
Other Staff Cost	(15 130 009)	(16 214 857)		(12 107 557)	-20,0%	(15 938 373)	31,6%	(16 703 415)	4,8%	(17 438 365)	4,4%
Temporary Staff	(2 651 664)	(3 066 199)		(1 769 532)	-33,3%	(1 858 008)	5,0%	(2 024 427)	9,0%	(2 113 502)	4,4%
Board Remuneration	(3 148 816)	(3 340 640)		(2 338 448)	-25,7%	(2 455 370)	5,0%	(2 573 228)	4,8%	(2 686 450)	4,4%
Less: Non Staff Costs	**(215 812 759)**	**(220 191 376)**		**(170 934 584)**	-20,8%	**(200 432 063)**	17,3%	**(225 266 683)**	12,4%	**(236 962 479)**	5,2%
Audit Fees	(2 757 722)	(2 715 947)		(2 715 947)	-1,5%	(2 851 745)	5,0%	(2 988 628)	4,8%	(3 120 128)	4,4%
Premises	(42 454 229)	(50 200 668)		(46 023 160)	8,4%	(46 023 160)	0,0%	(56 150 291)	22,0%	(59 566 148)	6,1%
Communication	(10 388 311)	(9 833 574)		(9 606 472)	-7,5%	(10 160 296)	5,8%	(10 858 634)	6,9%	(11 336 414)	4,4%
Other operating costs	(40 084 544)	(37 358 740)		(33 788 696)	-15,7%	(41 995 893)	24,3%	(43 908 011)	4,6%	(45 748 920)	4,2%
Bad Debts	(13 910 793)	-		(19 778 239)	42,2%	-	-100,0%	-	0,0%	-	0,0%
FIU Operating Cost	(3 070 918)	(4 094 252)		(21 300 000)	593,6%	(24 800 000)	16,4%	(4 290 777)	-82,7%	(4 479 571)	0,0%
Public Relations	(20 911 865)	(24 966 106)		(3 044 941)	-85,4%	(10 331 119)	239,3%	(10 899 013)	5,5%	(11 450 570)	5,1%
Travel Costs - International	(13 875 111)	(17 165 928)		(1 249 945)	-91,0%	(6 038 731)	383,1%	(9 709 393)	60,8%	(10 208 607)	5,1%
Travel Costs - Domestic	(17 008 799)	(17 979 502)		(6 016 697)	-64,6%	(16 586 416)	175,7%	(18 382 564)	10,8%	(19 191 397)	4,4%
Travel Costs - Land	(3 635 485)	(3 878 101)		(1 551 240)	-57,3%	(4 012 414)	158,7%	(4 205 010)	4,8%	(4 390 030)	4,4%
Legal Fees	(7 996 286)	(2 500 000)		(2 500 000)	-68,7%	(3 214 775)	28,6%	(3 369 084)	4,8%	(3 517 323)	4,4%
Repairs & Maintenance	(9 247 951)	(6 895 888)		(1 923 692)	-79,2%	(2 898 937)	50,7%	(6 038 086)	108,3%	(6 303 762)	4,4%
Professional Fees	(10 533 718)	(10 351 826)		(6 033 342)	-42,7%	(9 872 286)	63,6%	(10 346 155)	4,8%	(10 801 386)	4,4%
Finance costs	(777 210)	(11 497 866)		(365 307)	-53,0%	(987 012)	170,2%	(8 638 176)	775,2%	(7 883 291)	-8,7%
Depreciation	(19 159 818)	(20 752 978)		(15 036 906)	-21,5%	(20 659 281)	37,4%	(35 482 861)	71,8%	(38 964 933)	9,8%
Total Expenses	(671 407 185)	(842 305 310)		(632 878 637)	-5,7%	(714 851 827)	13,0%	(776 656 737)	8,6%	(820 340 263)	5,6%
Surplus	**93 031 772**	**(19 997 882)**		**(195 531 429)**		-		0		-	