



**EAST AFRICAN COMMUNITY**  
**CIVIL AVIATION SAFETY AND SECURITY**  
**OVERSIGHT AGENCY**



**ORGANISATION DEVELOPMENT PLAN**  
**2010/11 – 2014/15**

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## 1 INTRODUCTION

The Organisational Development Plan is designed to support the implementation of the Agency's five year strategic plan starting in F/Y 2010/11 and guides also on the evolution beyond this period. It includes two phases.

**Phase I** is the initial staffing phase during which the Agency will hire the personnel required to coordinate activities of the member states and provide assistance in the areas they have identified. During this period the Agency will make an inventory of technical staff with details of qualifications and skills to create a data bank for the technical human resources available in the region. This information will be used to plan the recruitment and training of personnel for carrying out activities described in the strategic plan. The Agency will use the staff recruitment to establish systems and processes and initiate the development of a common licensing examination system, facilitate the development and implementation of State Safety Programme (SSP) and Safety Management System (SMS) in the region. The total number of staff at the end of this phase will be 32.

**Phase II** is applicable when the Agency evolves to a more complex organisation with added oversight functions. This can only be done upon completion of the study to rationalise the Agency mandate and approval of the change of mandate resulting in the Partner States designating the Agency to carry out some of its safety and security oversight functions. Under this phase the Agency will require an increase in both technical and support staff. Plans for this phase will be revised as the organization evolves and new requirements become evident. This can be done during the mid-term review of the first five years of the Strategic Plan which will be done during the third year of implementation.

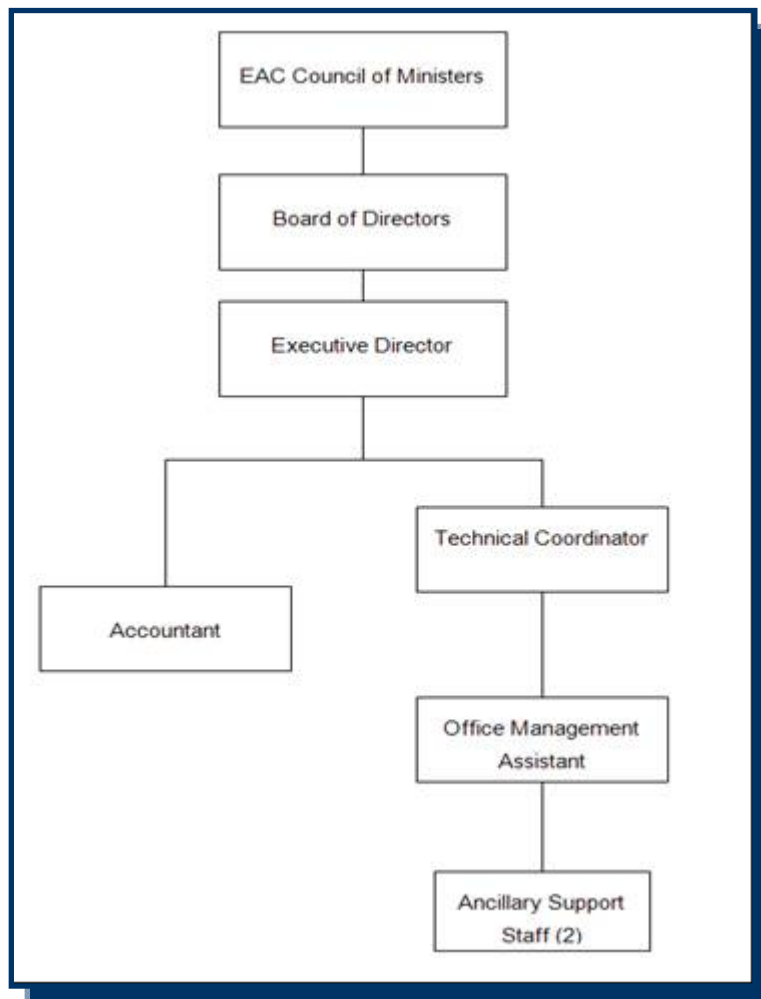
## 2 ORGANISATIONAL STRUCTURE

### 2.1 Existing CASSOA Structure (October 2009)

The Protocol defines the organs of the Agency as the Board, the Secretariat and such other organs and officers as the Board may consider necessary.

The existing organisation of the Agency is shown in Figure1 below.

The Secretariat presently consists of the Executive Director, the Technical Coordinator, the Accountant, and the Office Management Assistant responsible for two ancillary support staff.

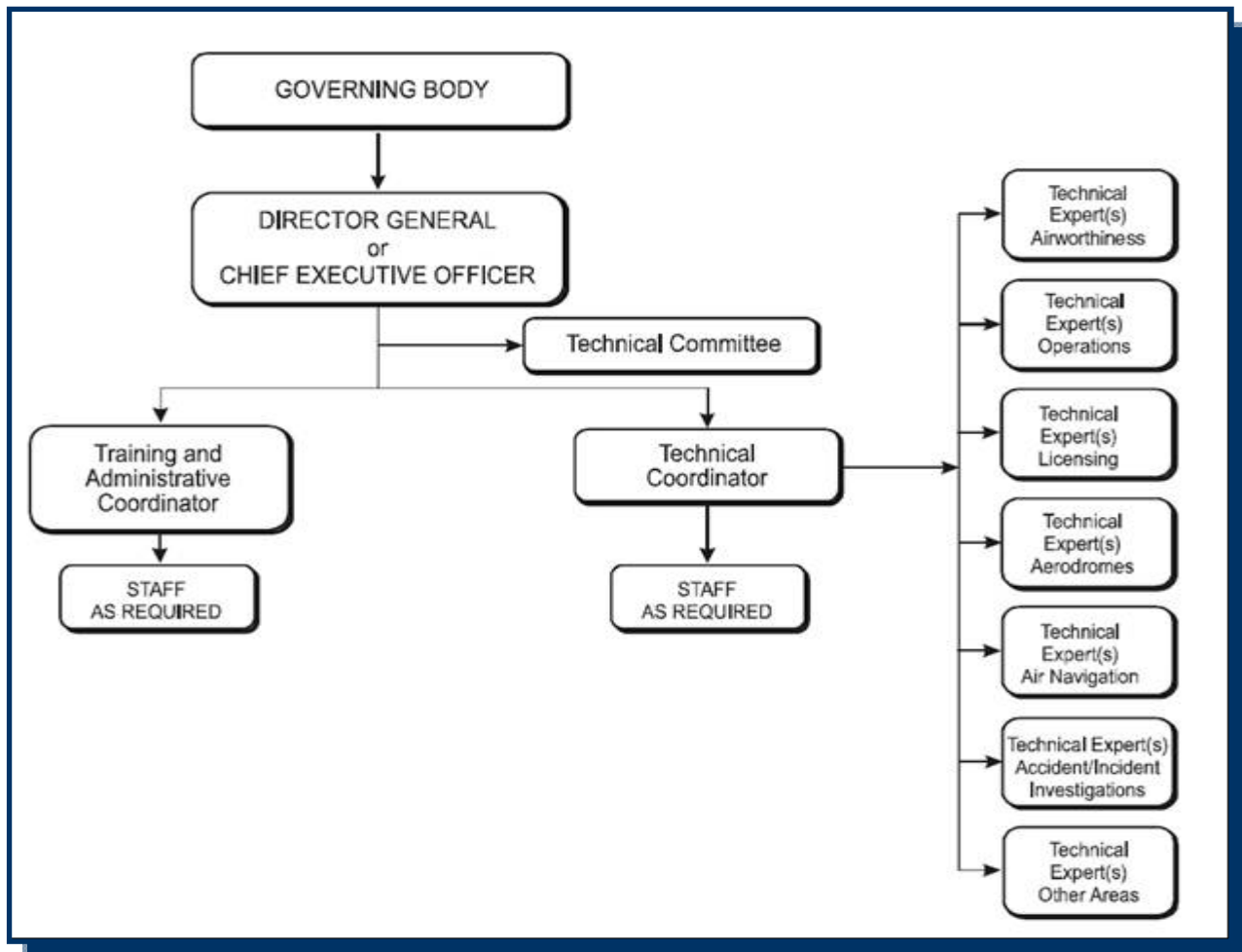


**Figure1:** Existing CASSOA Organisation

The existing organizational structure of CASSOA was developed for initial set up of the Agency within its present mandate. *The* purpose was for the initial key staff to establish systems and a structure to enable the Agency to carry out its mandate effectively. Therefore one of the key activities of the initial set up was to develop a Strategic Plan and Organisation Development Plan for guiding the implementation of its mandate.

## 2.2 The ICAO Model

Doc 9734 Part B (The Establishment and Management of a Regional Safety Oversight System) provides a model organisation for a generic regional safety oversight organization.



**Figure 2:** Model Organisation for Generic Regional Safety Oversight Organisation (ICAO Model – Doc 9734 Part B)

## **2.3 Justification and Organisational Design Principles**

The Executive Director is the Chief Executive of the Agency and the principal liaison between the Partner States and the Agency. The Executive Director is answerable to the Board. The Executive Director apart from being a member of the Board is also the Secretary to the Board responsible for the preparation of Board Papers and implementation of the Board decisions.

The mandate given to CASSOA of promoting safety and security and assisting the Partner States in meeting their safety and security oversight obligation under the Chicago Convention requires a systematic development of the Agency in building an effective oversight institution in the region. Organisation Development Plan compliments the Strategic Plan by identifying, the structure, resources and processes required at specific times to evolve and accomplish the actions identified in the Strategic Plan.

In order to implement the Strategic Plan and provide required leadership, the Executive Director requires to be supported by an organisation structure aligned to the strategy and manned by appropriately qualified personnel.

The following principles were used in developing the proposed organisation development of the Agency:

- Take into consideration ICAO recommendations for a regional safety oversight organisation;
- Meet the requirements of the Strategic Plan
- Meet the requirements of the current mandate of the Agency;
- Take into account any future change in the mandate and developments;
- Use functional departments while fostering teamwork;
- Effective utilisation of resources;
- Use as wide a span of control as possible; and
- Decentralisation of authority, that is maximise delegation of authority

## **3 EVOLUTION OF THE ORGANISATION**

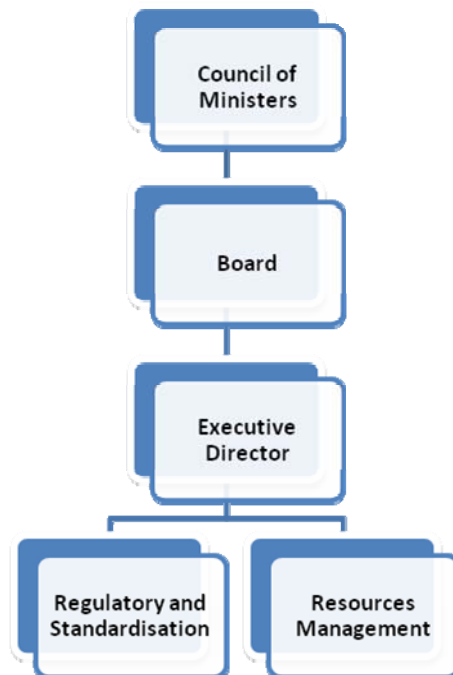
The approach for the development of the Agency is in two phases. Phase I caters for the organisation in the current mandate of the Agency as specified in the Protocol and will be geared towards implementing the 2010/11 to 2014/15 Strategic Plan. Phase II will be

implemented after the study and approval of the rationalisation of CASSOA's mandate which will be carried out as indicated in the Strategic Plan. During the current planning period activities will be implemented to establish the base for implementation of Phase II which will essentially see added responsibilities to the Agency by the Partner States designating some of their safety oversight functions to be directly carried out by the Agency.

In both Phases, evolution of the Agency will necessitate a change in the structure and an increase in personnel, in a planned structured manner. The systems and processes of the Agency will also be improved to support the implementation of the strategy.

#### Proposed Organisation – Phase I

The organisational structure for the Agency in Phase I is indicated in Figure 3. In this structure two departments are recommended, one dealing with regulatory and standardisation responsibilities and another department for the management of resources and organisational systems.



**Figure 3:** Organisational Structure for the Agency for Phase I.

### **3.1 Executive Director's Office**

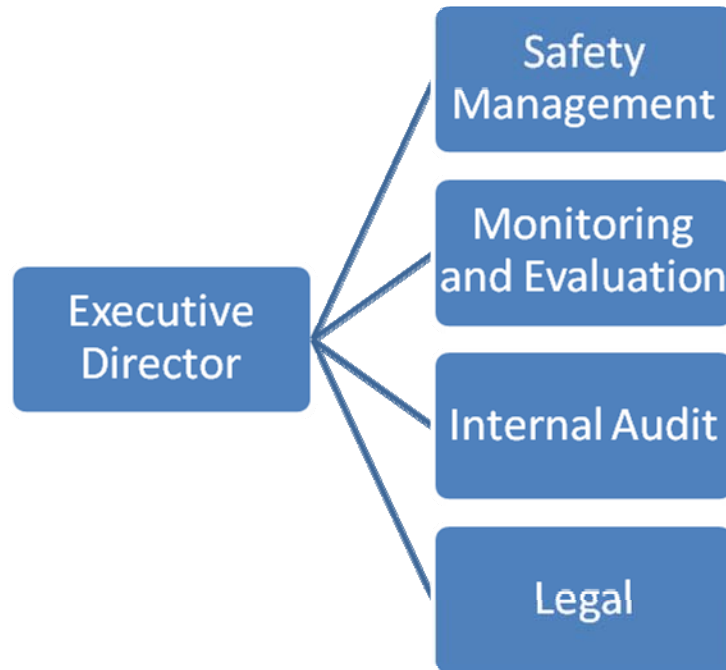
The office of the Executive Director will be supported by four independent units namely; internal audit unit, safety management unit, monitoring and evaluation unit and legal unit.

The Internal Audit unit will ensure that the internal control systems provide effective and efficient financial operations. In the planning period, it is expected that this function will be provided by the Internal Audit Unit of the EAC Secretariat.

The Safety Management unit will be responsible for overseeing the development and implementation of the model Regional Safety Programme (RSP) which will be adapted by States to develop their State Safety Programme (SSP). The unit will be responsible in ensuring that the region embraces the implementation of Safety Management System (SMS) by the service providers in a planned and consistent way. The unit will also manage the regional safety and security data bank. The unit will also ensure that the Agency has in place quality control systems in carrying out its responsibilities.

Monitoring and Evaluation unit will be charged with developing and reviewing the Agency's strategic plan and monitoring the implementation of activities in accordance with the Strategic Plan.

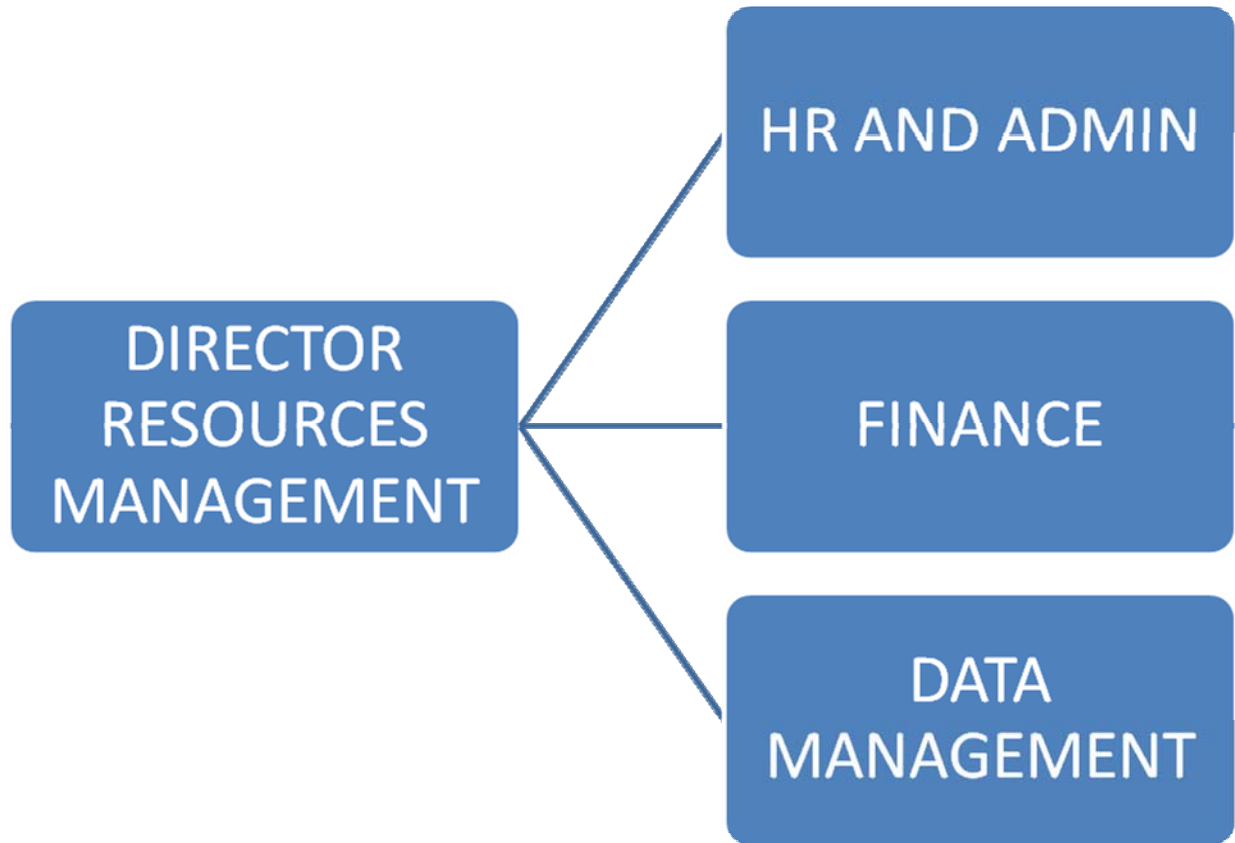
Legal Unit will provide legal advice to the Agency; initially the Agency will depend on the support of legal unit from the EAC Secretariat and also make use of the legal services of the Partner States CAAs.



**Figure 4:** Office of the Executive Director in Phase I.

### **3.2 Directorate of Resource Management**

The Directorate's main objectives will be to mobilise resources and ensure effective financial and human resources management and also provide technical support in organisation systems.



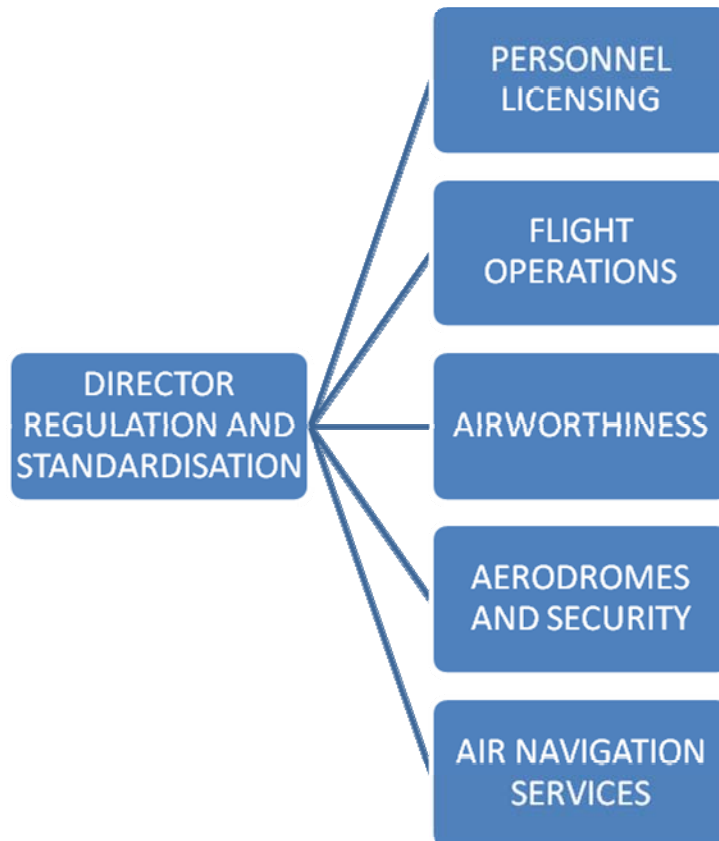
**Figure 5:** Directorate of Resources Management in Phase I.

### **3.3 Directorate of Regulation and Standardisation**

The Directorate's main role will be with the following responsibilities within the mandate of the Agency:

- Initiating regulatory formulation and amendments and developing appropriate technical guidance materials;
- Monitoring the developments of international standards and facilitating the region's common position
- Evaluating the status of aviation safety and security in Partner States
- Providing technical assistance to Partner States in oversight activities

- Developing and managing a common aviation personnel licensing system within the region



**Figure 6:** Directorate of Regulation and Standardisation in Phase I.

#### **4 PROPOSED STAFFING PLAN – PHASE I**

The staffing of the Agency will be in tandem with the implementation plan of the Strategic Plan. This will provide appropriate human resources to achieve the identified strategic objectives, strategies and actions.

The Agency Staffing plan is indicated in the attached Schedule of Table 1. The proposed staffing plan is indicative of the staffing requirements of the Agency for the planned period. As soon as the HR expert is on board, a comprehensive functional analysis will be done from which job descriptions and grades for each post will be developed.

## **5 PROPOSED STRUCTURE AND STAFFING PLAN – PHASE II**

This Phase will be implemented upon completion of the study for the need to rationalise the mandate of CASSOA and approval of the outcome. The phase will see the expanded mandate with the Agency carrying out safety oversight functions on behalf of the States. Therefore, prior to the implementation of this phase, there will be a requirement to review the Agency's legal framework together with the legislations of the Partner States to accommodate for this expanded mandate.

The study is included in the Strategic Plan and it is envisaged that it will be completed within the initial three years of its implementation. This will give a chance during the initial implementation mid-year review, planned in the third year of the Strategic Plan, to review both the structure and staffing requirements of the Agency.

CASSOA Organisation Development Plan 2010/11 – 2014/15

Table 1: Phase I Agency Staffing Schedule			Y1 – 2010/11				Y2 – 2011/12				Y3 – 2012/13				Y4 – 2013/14				Y5 – 2014/15			
	Grade	Existing	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Executive Office</b>																						
Executive Director	D1	1																				
Safety Manager	P4		1																			
Internal Auditor	P3																					
Monitoring and Evaluation Officer	P2										1											
Principal Legal Officer	P3										1											
Office Management Assistant	G5	1																				
Driver	G2	1																				
<b>Total Executive Office Staff</b>																						
		3	4	4	4	4	4	4	4	4	6	6	6	6	6	6	6	6	6	6	6	6
<b>Technical Services</b>																						
Director Regulatory and Standardisation/Technical Coordinator	P5	1																				
Secretary	G4						1															
<b>Airworthiness</b>																						
Manager, Airworthiness	P4		1																			
Inspectors Mechanics (1)	P3						1															

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Table 1: Phase I Agency Staffing ...cont'd			Y1 – 2010/11				Y2 – 2011/12				Y3 – 2012/13				Y4 – 2013/14				Y5 – 2014/15			
	Grade	Existing	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Inspectors Avionics (1)	P3						1															
<b>Personnel Licensing</b>																						
Flight Training Inspector	P3						1															
Personnel Licensing Examination Coordinator	P3						1															
<b>Flight Operations</b>																						
Manager, Flight Operations	P4		1																			
Flight Inspectors Airplanes (3)	P3						3															
<b>Aerodrome Certification and Security</b>																						
Manager, Aerodrome Certification and Aviation Security	P4						1															
Aerodrome Inspector	P3									1												
Aviation Security Inspector	P3																		1			
<b>Air Navigation Services</b>																						
Manager ANS	P4																					
Air Traffic Management (ATM) Inspector	P3						1															
CNS Inspector	P3						1															
<b>Total Technical Staff</b>		<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

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Table 1: Phase I Agency Staffing .....cont'd			Y1 – 2010/11				Y2 – 2011/12				Y3 – 2012/13				Y4 – 2013/14				Y5 – 2014/15			
	Grade	Existing	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Resources Management</b>																						
Director Resources Management	P5														1							
Principal HR and Administration Officer	P3		1																			
Secretary	G4		1																			
Training Specialist	P2						1															
Principal Accountant	P3		1																			
Accountant	P1	1																				
Senior Procurement Officer	P2									1												
Driver/Office Assistant	G2		1																			
<b>Data Centre</b>																						
Data Centre Manager	P3									1												
Senior IT Officer	P2		1																			
<b>Total Administration Staff</b>		1	6	6	6	6	7	7	7	7	9	9	9	9	10	10	10	10	10	10	10	10
<b>Total Staff</b>																						
		1	13	13	13	13	25	25	25	25	30	30	30	30	31	31	31	31	32	32	32	32