

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



**EAC-CASSOA FOURTH STRATEGIC PLAN FOR FINANCIAL YEAR  
2025/26 – 2029/30**

**(FINAL)**

**EAC CASSOA  
2024**

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## ABBREVIATION AND ACRONYMS

ACIP	Africa-Indian Ocean Comprehensive Implementation Plan
ACSA	Central American Agency for Aeronautical Safety
AEROMET	Aeronautical Meteorology
AFCAC	African Civil Aviation Commission
AFI <sup>(1)</sup> <sub>(SEP)</sub>	Africa-Indian Ocean Region
AGA	Aerodromes and Ground Aids
AIB	Accident Investigation Bureau
AIC	Aeronautical Information Circular
AIP	Aeronautical Information Publication
AIR	Airworthiness
AIS	Aeronautical Information Services
ALARP	As Low as Reasonably Practicable
ALoSP	Acceptable Level of Safety Performance
AME	Aviation Medical Examiner
AMEL	Aircraft Maintenance Engineer's Licence
AMO	Approved Maintenance Organization
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AOC	Air Operator Certificate
ATC	Air Traffic Control
ATM/CNS	Air Traffic Management/Communications Navigation Surveillance
ATO	Approved Training Organization
AVSEC	Aviation Security
BCAA	Burundi Civil Aviation Authority
CAA	Civil Aviation Authority
CAM	Centre for Aviation Medicine
CANSO	Civil Air Navigation Services Organisation
CASSOA	Civil Aviation Safety and Security Oversight Agency
CSA	Comprehensive System Approach
DG	Director General
DME	Designated Medical Examiner
DRCCAA	Democratic Republic of Congo Civil Aviation Authority
EAC	East African Community
EASA	European Aviation Safety Agency
ECCAIRS	European Coordinated Centre for Accident and Incident Reporting System
EI	Effective Implementation

ESAF	Eastern and Southern African Office (ICAO)
FAA	Federal Aviation Administration (of USA) <sup>(1)</sup> <sub>ISRP</sub>
FOO	Flight Operations Officer
FSS	Flight Safety Standards
GANP	Global Air Navigation Plan
GASeP	Global Aviation Security Plan
GASOS	Global Aviation Safety Oversight System
GASP	Global Aviation Safety Plan
GDP	Gross Domestic Product
ICAO	International Civil Aviation Organization
ICVM	ICAO Coordinated Validation Mission
ITS	Inspector Training System
KCAA	Kenya Civil Aviation Authority
LoU	Letter of Understanding
NCASP	National Civil Aviation Security Programme
NCAQP	National Civil Aviation Quality Control Programme
NCMC	National Continuous Monitoring Coordinator
OPS	Operations of Aircraft
PBN	Performance Based Navigation
PEL	Personnel Licensing
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
RCAA	Rwanda Civil Aviation Authority
RNAV	Area Navigation
RRAP	Regional Organisations/Regional Accident and Incident Investigation Organisations Assessment Program
RSOO	Regional Safety Oversight Organizations
RSOO - CP	Regional Safety Oversight Organizations – Cooperative Platform
SARPs	Standards and Recommended Practices (ICAO)
SMART	Specific, Measurable, Achievable, Realistic and Time Bound
SME	Subject Matter Expert
SMS	Safety Management System
SOFIA	Safety Oversight Facilitated Integrated Application
SCAA	Somali Civil Aviation Authority
SSCAA	South Sudan Civil Aviation Authority
SSP	State Safety Programme
SWOC	Strengths, Weaknesses, Opportunities and Challenges <sup>(1)</sup> <sub>ISRP</sub>
TCAA	Tanzania Civil Aviation Authority
TCM	Transport, Communication and Meteorology

TGM	Technical Guidance Material
UCAA	Uganda Civil Aviation Authority
UFIR	Upper Flight Information Region
USOAP	Universal Safety Oversight Audit Programme
USD	United States Dollar
US-DOT	United States Department of Transportation
USAP	Universal Security Audit Programme
UTC	Universal Coordinated Time
YD	Yamoussoukro Declaration

## STATEMENT FROM THE BOARD CHAIRPERSON

On behalf of the CASSOA Board of Directors, it is my honour to present the Fourth Strategic Plan for the East African Community Civil Aviation Safety and Security Oversight Agency (EAC CASSOA) for the planning period 2025/26-2029/30.

In line with its mandate, the Agency continues to play a crucial role in fulfilling regional commitments and obligations stipulated in *Article 92* of the EAC Treaty. By fostering cooperation, providing technical support and ensuring compliance with international aviation standards, EAC CASSOA is integral to the sustainable development of the region's aviation sector. The catalytic effect of the aviation sector on the socio-economic development and integration of the East African Community is widely acknowledged. Aviation not only creates jobs but also supports key industries, contributing to the overall prosperity of Partner States through the facilitation of trade, tourism, and connectivity.

Despite the unprecedented challenges posed by the COVID-19 pandemic and its impact on global aviation, CASSOA has made remarkable progress under the Third Strategic Plan. We have strengthened safety and security oversight mechanisms, enhanced regulatory frameworks, and implemented capacity-building initiatives across the region. These achievements were made possible through the unwavering support of partner states and our development partners.

The recovery of air transport has been a focal point of our efforts. According to IATA, passenger traffic levels have rebounded past pre-pandemic levels, achieving full recovery in total passenger traffic, surpassing the 2019 threshold by 5.7% in February 2024.

Looking ahead, we envisage a steady increase in air traffic over the next five years. This projected growth highlights the importance of reinforcing aviation safety and security systems to meet increasing demand and maintain the sector's resilience.

The Fourth Strategic Plan sets forth ambitious yet achievable objectives and initiatives under the following broad goals:

- (i) *Maintaining a resilient, sustainable and innovative regional aviation safety and security system;*
- (ii) Strengthening cooperation and collaboration with key stakeholders and international partners to foster development of the civil aviation sector in the region; and,
- (iii) Enhancing the effectiveness and efficiency of the Agency's performance.

During the planning period 2025/26- 2029/30, EAC CASSOA envisions a new strategic direction aimed at elevating the Agency from a level 1 to a level 2 Regional Safety Oversight Organization. This is a transformative journey that extends beyond the harmonization of aviation laws, regulations, TGMs and technical assistance. This strategic shift represents a move from an advisory and coordination function to operational assistance which is poised to enhance the level of safety and security compliance across all partner states.

The Plan highlights the building blocks for the Agency's future including leveraging technological advancements, with careful consideration of the external factors and challenges that lie ahead while proposing strategies to address them. I am confident in our skilled workforce's ability to effectively navigate these challenges and fulfil the Agency's mandate.

I look forward to collaborating with everyone in the broader aviation community and with international partners to foster an aviation environment that actively contributes to the socio-economic development and integration of the East African Community.



**Mr. Emile N. Arao**  
**Chairperson, CASSOA Board**

## **MESSAGE FROM THE EXECUTIVE DIRECTOR (ED)**

EAC CASSOA remains dedicated to ensuring that sustainable, safe, and secure aviation systems are established and maintained in the region, in alignment with Global and Regional Safety and Security Plans. The Fourth Strategic Plan sets forth key priorities and initiatives for the Agency aiming to address key challenges and optimize opportunities within the region's aviation sector.

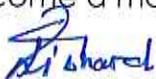
With a new strategic shift of elevating EAC CASSOA to a level II RSOO, the Agency will be positioned to assume and carry out delegated oversight activities on behalf of Partner States' Civil Aviation Authorities (CAAs). This approach will enhance safety and security compliance across all partner states, ensuring that no country is left behind in the Agency's efforts to maintain a resilient and sustainable regional aviation safety and security system.

Additionally, we will implement a risk-based technical assistance framework during this planning period to enhance delivery of the required technical support to Partner States. This approach will ensure that resources are allocated where they are most needed. The Agency will continue to pursue ICAO recognition through the GASOS/ RRAP Assessment Program and QMS certification to boost trust and confidence among stakeholders and the wider aviation community of its capacity as a Regional Safety Oversight Organization.

Engaging with stakeholders will be another priority area for the Agency over the next five years, as we work to build meaningful partnerships and collaborations that will improve service delivery to Partner States. Focus will also be given to the digitization of business processes to streamline workflows and increase overall operational efficiency of the Agency.

As we embark on this new strategic journey, we are confident that the initiatives outlined in the Fourth Strategic Plan will drive significant improvements in the region's aviation sector. By 2029/30, we envisage a safer, more secure and highly efficient aviation environment that supports the socio-economic and integration aspirations of the EAC Partner States.

Together with the CASSOA team and with the support of Partner States, we will strive for a safer, more secure and prosperous EAC aviation sector as we pursue to become a model Regional Safety Oversight Organization (RSOO).



**Eng. Richard Gatete**  
**Executive Director, CASSOA**

## EXECUTIVE SUMMARY

The Civil Aviation Safety and Security Oversight Agency (CASSOA) presents its Strategic Plan for the period 2025/26 to 2029/30, outlining our commitment to fostering Safe, Secure and Sustainable Aviation in the East African Community (EAC) region. This Plan aligns with our Vision to be the leading Aviation Safety and Security oversight organization on the African continent. The Strategic Plan comprises of five Strategic Objectives as follows: -

**Strategic Objective No. 1:** To Enhance corporate governance, operational efficiency and visibility of the Agency by Strengthening Governance Structures and operational efficiency of the Agency.

**Strategic Objective No. 2:** To Support the establishment and implementation of sustainable Aviation Safety and Security oversight systems by Strengthening regulatory frameworks and oversight mechanisms to ensure compliance with international standards and best practices.

**Strategic Objective No. 3:** To Promote the implementation of emerging technologies to improve Safety and Security in the Region by embracing innovation and leverage technology to enhance efficiency, effectiveness, and resilience in Aviation Safety and Security oversight.

**Strategic Objective No. 4:** To Strengthen and maintain partnership and collaboration with key Aviation organisations and stakeholders by forging strategic partnerships with regional and international stakeholders to leverage expertise, resources and best practices.

**Strategic Objective No. 5:** To Improve and maintain human capacity by enhancing the technical capacity and competency of Aviation personnel through training initiatives and knowledge sharing.

The 2025/26 – 2029/30 Strategic Plan, outlines the key priorities of EAC-CASSOA and provides a detailed outline of the Strategic objectives, initiatives, targets and activities. The Strategic Plan takes into consideration the mandate of the Agency, evolution of global oversight system, adaptation to new and emerging technologies. It also takes into consideration the past experiences and lessons learnt with the aim of enhancing the capability of CASSOA, as an RSOO, for effective and efficient provision of assistance and facilitation to the Partner States. The focus has also been made on emerging issues, associated operational risks, sustainable funding and human capacity development. As an Institution of the EAC, the Agency's work is aligned to the EAC regional development strategies.

As part of its contribution towards regional and global initiatives, the Agency has paid attention to the implementation of the Revised Abuja Safety Targets,

AFI Plan, Global Aviation Safety Plan (GASP), Global Air Navigation Plan (GANP) and Global Aviation Security Plan (GASeP). The Agency will continue to contribute towards the ICAO "No Country Left Behind" (NCLB) initiative by assisting Partner States to comply with ICAO Standards and Recommended Practices for social-economic benefits of Safe, Secure and reliable Air Transport. The Agency intends to implement a comprehensive program of change, with renewed focus on improved corporate governance, enhanced operational efficiency, data driven decision making, capacity building, cooperation with key Aviation organisations and stakeholders:

The 2025/26 – 2029/30 CASSOA Strategic Plan reflects our commitment to excellence in Aviation Safety and Security oversight. By focusing on regulatory reform, capacity building, and collaboration, we aim to elevate the standards of Aviation Safety and Security in the East African Community and contribute to the sustainable development of the Region's Aviation industry.

This Executive Summary would provide stakeholders with a concise overview of CASSOA's Strategic direction and priorities for the upcoming Five-Year period.

## CHAPTER ONE

### INTRODUCTION

This chapter presents the general introduction of CASSOA and background. It also presents the overall core business of CASSOA which include structure, functions and objectives, alignment of its objectives with other regional, continental and global plans and approaches used to develop the Strategic Plan.

Aviation is an industry of Strategic importance to East Africa Region as it contributes greatly to the integration process through facilitation of movement of people, goods and services. A Safe, Secure and efficient Aviation industry is critical to support the realization of the Four Pillars of Integration, namely; Customs Union, Common Market, Monetary Union and Political Federation. Therefore, CASSOA must fulfil its objectives as enshrined in the *Protocol* for the establishment of the Agency.

#### 1.1. CASSOA Background

The East African Community Civil Aviation Safety and Security Oversight Agency (EAC-CASSOA) is the Regional Safety and Security Oversight Organization (RSOO) established as an Institution of the EAC following the signing of the *Protocol* on the Establishment of the Agency on the 18<sup>th</sup> April, 2007. The mandate of CASSOA is derived from *Article 92* of the *EAC Treaty*, under which the Partner States undertake to make Air Transport services Safe, efficient and profitable; adopt common policies for the development of Civil Air Transport in the Region; harmonise Civil Aviation laws and regulations, coordinate measures and co-operate in the maintenance of high Security.

#### 1.2. CASSOA Objectives

*Article 4* of the *Protocol* for the Establishment of CASSOA provides for the principal objectives of the Agency as follows;

- a) Promote the Safe, Secure and efficient use and development of Civil Aviation within and outside the Partner States;
- b) Assist the Partner States in meeting their Safety and Security oversight obligations and responsibilities under the *Chicago Convention* and its *Annexes*; and,
- c) Provide the Partner States with an appropriate forum and structure to discuss, plan and implement common measures required for achieving the Safe and orderly development of international Civil Aviation through

the implementation of international standards and recommended practices relating to the Safety and Security of Civil Aviation.

### **1.3. CASSOA Functions**

The functions of the Agency are as provided under *Article 5* of the *Protocol* for the establishment of the Agency which include the following;

- a) Strengthening international framework with Partner States in Aviation Safety and Security, and assist in the development of harmonized regulatory regime of the Partner States;
- b) Co-ordinate Civil Aviation Safety and Security oversight activities amongst Partner States;
- c) Foster agreements among the Civil Aviation Authorities of the Partner States that will contribute to the timely implementation of ICAO regional (Air Navigation) plans and the adoption of ICAO SARPs;
- d) Liaise with ICAO to ensure that the Partner States' Aviation Safety and Security oversight activities are in line with the ICAO objectives and plans;
- e) Monitor and provide inputs to the formulation of ICAO SARPs;
- f) Evaluate the status of Aviation Safety and Security in the Partner States, provide information to the Partner States and recommend necessary interventions or corrective measures for the resolution of constraints or deficiencies;
- g) To assist Partner States to meet or comply with ICAO SARPs, national standards and regulations in force;
- h) Plan and facilitate the sharing between Partner States of the technical experts and facilities in Civil Aviation;
- i) Provide advisory services and assistance as the Partner States may require;
- j) Mobilize and solicit technical and financial resources from external sources;
- k) Establish and maintain relations with other Regional Safety and Security Oversight Organizations in all areas of Civil Aviation to facilitate the transfer of knowledge and expertise, and adoption of best industry practices; and,

- l) Perform any other functions that may be necessary for the proper implementation of its Civil Aviation Safety and Security oversight functions under the *Protocol*.

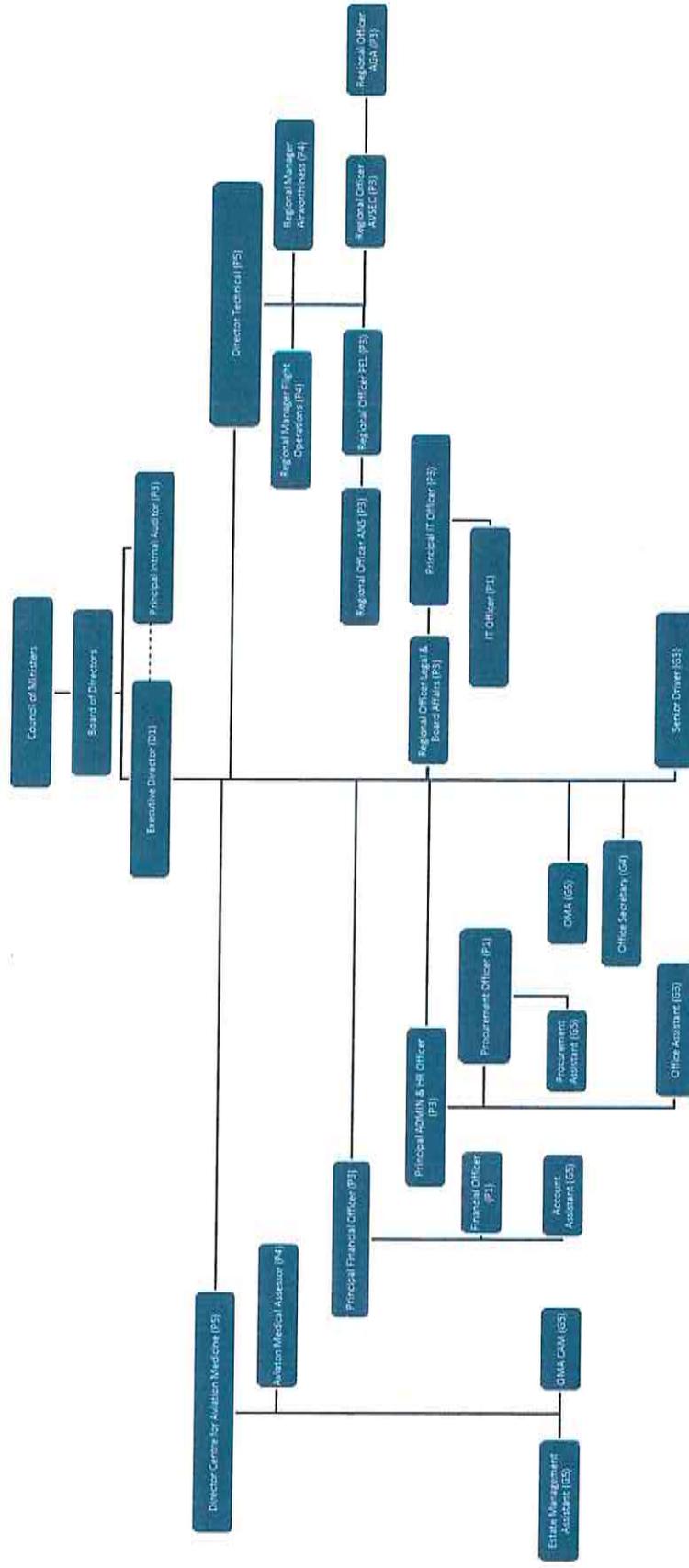
#### **1.4. Institutional Arrangements**

CASSOA is an Institution of the EAC headed by an Executive Director appointed by the EAC Council of Ministers. The Executive Director reports to a Board of Directors which consists of Directors General of the CAAs and one Aviation Expert from each Partner State. The Chairmanship of the Board is on rotational basis as per the *Rules of Procedure* of the Agency. The Board reports directly to the EAC Council of Ministers through the Sectoral Council for Transport, Communication and Meteorology (TCM). The Agency heads of departments report to the Executive Director, other than the head of Internal Audit who functionally reports to the Board while administratively reports to the Executive Director. All the positions in the technical function are filled and the ones not filled are in the areas of finance, procurement and human resource functions.

The Agency expects to operate during the Plan period using the approved structure.

The approved structure of the Agency is shown below:

# CASSOA Organisational Structure



## 1.5. CASSOA's Contribution Towards EAC Vision 2050

As an Institution of the EAC, the Agency focuses on the EAC Vision 2050, essentially through promotion and development of a vibrant, Safe and Secure Civil Aviation system in the Region. The "Vision for Transformation" details the aspirations and the desired socio-economic state of the East Africans. By 2050, East Africans envisage a prosperous, competitive, secure, upper middle-income status and politically united Region. The Citizens of the Community anticipate to live in a borderless single Region, providing a unified Airspace for operations of Civil Aviation activities within the framework of EAC that is compatible with harmonized economic development trajectory, steered by committed leadership and empowered Community.

Aviation Industry in the EAC region has witnessed steady growth. The Region is recording growth of national carriers hence the need for Civil Aviation infrastructure and a transport network that is easy, fast and cheap means both for people and goods for regional competitiveness. Thus, to ensure sustainable Civil Aviation operations, the Region requires robust Civil Aviation Safety and Security oversight systems in place that guarantees Safe and Secure Civil Aviation operations. This goal can only be realised when Civil Aviation operations are conducted in a Safe, Secure, Resilient and Sustainable manner.

In addition, CASSOA's contribution towards the regional development goals was drawn from the 6<sup>th</sup> EAC Development Strategy 2021/22 -2025/26 through improvement of Civil Aviation in the East African Region. The Strategy has identified Key Priority Areas that the EAC puts emphasis on in the quest for widening and deepening integration, thus achieving a people-centred and market-driven integration. The key priorities in Civil Aviation under the 6<sup>th</sup> EAC Development Strategy include:

- a) Develop and implement Regulations for the liberalisation of Air Transport services in EAC;
- b) Develop and implement the Multi-lateral Agreement for handling Regional Aircraft Accidents and Incidents Investigations;
- c) Establish the EAC Upper Flight Information Region (Upper Airspace Seamless Operations Project); and,
- d) Implement the EAC Global Navigation Satellite Systems (GNSS) Program.

In the context of the EAC CASSOA Mandate, the Agency will continue to facilitate provision of technical support to achieve Regional goals in Civil

Aviation in conformance with the global Standards and Recommended Practices determined by ICAO.

### 1.5.1 Alignment of the Strategic Plan with AFI Plan, Revised Abuja Safety Targets, Windhoek Declaration on Aviation Security, GAsEP, GASP and GANP

Global/Regional Initiatives	Reference Part
AFI Plan	<p>The AFI Plan aims to enable States achieve sustainable oversight, assist States to resolve identified deficiencies within a reasonable time frame and enhancing Aviation Safety Culture.</p> <p>This Strategic Plan has adopted promotion of a Safety Culture (2.5.1.3) within the Partner States.</p>
Revised Abuja Safety Targets	<p>The Strategic Plan has taken into consideration and adopted initiatives and activities aimed at achieving Abuja Safety Targets under the Strategic Objective no. 2, no.4 and no.5. This has been highlighted through initiatives and activities aimed at supporting Partner States to implement effective oversight in line with Abuja Safety Targets 1, 2, 3, 4, and 7 relating to reduction of risks, implementation of SSP, Aerodrome certification and regional collaboration.</p>
Windhoek Declaration on Aviation Security	<p>Appendix C of the Report of the Ministerial Session of 7<sup>th</sup> April 2016 - 15 Aviation Security and Facilitation Targets for Africa including the new revised Windhoek Declaration and Targets, as was endorsed by the 41<sup>st</sup> AU Executive Council in its Fortieth Ordinary Session, held in Addis Ababa, Ethiopia from 02 to 03 February 2022, through its Decision EX.CL/Dec.1143-1167(XL).</p>
Global Aviation Security Plan	<p>ICAO Doc 10118-Guiding Principles (Page 11), Aspirational Goals and GAsEP Milestones (Page 13) and Global Priority Areas (Page 14).</p> <p><b>GAsEP Milestones</b></p> <p>By 2027, 65% of States reach or surpass 75% EI</p> <p>By 2030, 80% of States reach or surpass 75% EI</p> <p>By 2033, 100% of States reach or surpass 75% EI</p>
Global Aviation Safety Plan	<p>The purpose of the GASP is to continually reduce fatalities, and the risk of fatalities, associated with accidents by guiding the harmonized development and implementation of Regional and National Aviation Safety Plans. States, regions and industry facilitate the implementation of the Strategy presented in the GASP through Regional and National Aviation Safety Plans. The GASP seeks to assist States, regions and industry in their respective Safety planning and implementation by:</p>

- i. establishing a global Safety strategy, including goals, targets and indicators;
- ii. providing a framework for the development and implementation of Regional and National Aviation Safety Plans;
- ii. providing guidance for the development of action plans to support the implementation of Regional and National Aviation Safety Plans, through the use of the Global Aviation Safety Roadmap (*refer to the Global Aviation Safety Roadmap (Doc 10161)*); and,
- v. providing a methodology to guide the identification of organizational challenges, hazards and emerging issues, and the management of operational Safety risks.

Global Navigation Plan	Air	The GANP drives the evolution of the Global Air Navigation system to meet the ever-growing expectations of the Aviation community. The purpose of the GANP is to equitably accommodate all Airspace users' operations in a Safe, Secure and cost-effective manner while reducing the Aviation environmental impact. The GANP provides a series of operational improvements to increase capacity, efficiency, predictability, flexibility while ensuring inter-operability of systems and harmonization of procedures. The GASP supports the implementation of the GANP by promoting the effective implementation of Safety oversight and a Safety management approach to oversight, including Safety risk management to permit innovation in a managed way.
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### 1.6. Rationale for Development of the Fourth Strategic Plan

This Strategic Plan establishes CASSOA Strategic Goals and Objectives, and Initiatives for the Fiscal Years 2025/26-2029/30. The Strategic Plan articulates the Agency's desired future for the next five years. It articulates what the Agency will be over time, a view of what it wants to be known for and how to achieve within the framework of the Protocol for its establishment. The Strategic Plan also articulates the vision that will guide the path towards what the Partner States aspires to. It is a critical instrument for the Agency to have a clear idea of where it is headed in terms of supporting the Partner States in meeting their safety and security oversight obligations under the Chicago Convention and its Annexes. It is aligned with the current ICAO Strategic Objectives mainly: Aviation Safety, Air Navigation Capacity & Efficiency, Security and Facilitation,

Economic Development of Air Transport and Environmental Protection. In the same vein, CASSOA Strategic Plan is aligned to the EAC Vision 2050 and the 6<sup>th</sup> EAC Development Strategy contributing towards enabling the environment to facilitate movement of goods, services, capital and human capacity within the Community.

The salient features that necessitated the preparation of the 4<sup>th</sup> Strategic Plan for the Agency are the following:

- a) To provide the Strategic direction to the Agency for the next five years;
- b) To establish synergies of the Agency's goals and priorities with the EAC Development Strategies, Africa and global Aviation Safety and Security plans to contribute to the overall improvement of Aviation Safety and Security in the EAC Region;
- c) To cope with the recent and emerging development in the Civil Aviation industry.
- d) To improve the performance of the Agency by developing and implementing appropriate strategies.

### **1.7. Approaches and Methodology**

The preparation of the Fourth Strategic Plan was an all-inclusive and participatory process that involved desktop reviews of existing documents and reports, workshops, discussions on the various Strategic themes, as well as, consultations with key stakeholders.

The consultative and participatory approach involved the following:

- a) Literature review including EAC Vision 2050, 6<sup>th</sup> EAC Development Strategy, AU Agenda 2063, Revised Abuja Safety Targets, Windhoek Ministerial Declaration on Aviation Security, AFI-RASP, AFI-SECFAL Plan, GASP and GASeP;
- b) Consultative Staff meetings to consolidate CASSOA's Strategic direction;
- c) Assessment of both internal and external operating environment, and expectations of stakeholders;
- d) Consultation of key stakeholders to solicit their views and expectations; and,
- e) Board/Management reviews.

## CHAPTER TWO

### BUSINESS ENVIRONMENT ANALYSIS

#### 2.1 Introduction

This chapter sets the stage by emphasising the importance of understanding the current business environment through situation analysis, hinting at the topics to be covered in the chapter while framing the broader context of its significance. In navigating any journey, understanding where you currently stand is essential before plotting the course forward. This principle holds true not only in physical landscapes but also in the dynamic terrain of business, strategy, and decision-making. This chapter delves into the critical process of situation analysis, a foundational step in Strategic Planning that enables organisations to gain clarity amidst complexity. It also highlights the achievements, challenges and way forward.

#### 2.2 Situational Analysis

The situational analysis helps to explain the environment in which the organization operates. It provides a direction an organization should take to realise its objectives. It helps the organization to identify its challenges and opportunities in implementation of its mandate. This can be done through evaluation of industry trends globally, continentally and regionally.

#### 2.3 Implementation of the 3<sup>rd</sup> Strategic Plan

The implementation of the Plan for the period of 2020/21-2024/25 was based on these Mission, Vision and Objectives.

##### 2.3.1 Vision:

To be a Model Regional Safety and Security Oversight Organization.

##### 2.3.2 Mission:

To enhance Safety and Security oversight systems in all Partner States by harmonizing Civil Aviation standards and best practices for Safe and Secure Civil Aviation services.

##### 2.3.3 Strategic Objectives:

- a) To enhance corporate governance and operational efficiency;
- b) Establish and maintain robust ICT Systems to support Aviation Safety and Security oversight;
- c) To establish and maintain partnership and collaboration with key Aviation organisations and stakeholders;

- d) To support the establishment and implementation of sustainable Aviation Safety and Security oversight systems;
- e) To facilitate technical capacity building, resources and skills sharing in the Partner States.

### 2.3.4 Achievements, Challenges and Recommendations

#### a) To Enhance Corporate Governance and Operational Efficiency

Achievements	Challenges	Recommendations
<ul style="list-style-type: none"> <li>i. Hosted the 6<sup>th</sup> EAC Aviation Symposium in Zanzibar.</li> <li>ii. Implemented Risk Management Framework, Business Continuity and Disaster Recovery Plans.</li> <li>iii. Trained the Board in Corporate Governance in December 2023.</li> <li>iv. Board Charter developed and implemented</li> <li>v. Capacity building provided for Agency Staff.</li> <li>vi. CAM office relocated from Entebbe to Nairobi.</li> <li>vii. Improved financial management systems and processes through integration of Popay and Sunsystem for</li> </ul>	<ul style="list-style-type: none"> <li>i. Insufficient number of Partner State' Aviation Experts on the Board of Directors due to the restrictive provision under the <i>Protocol/ Act</i> establishing the Agency which requires "<i>Partner State nominations to be independent persons not regulated by a Civil Aviation Authority or have an interest in any entity regulated by a Civil Aviation Authority</i>".</li> <li>ii. Low uptake of IT tools and technology to automate Agency processes poses significant challenges to operational efficiency and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>i. Amendment of the <i>Protocol and Act</i> establishing the Agency is underway to remove the restrictive requirement and enable the Partner States that are yet to nominate Aviation Experts to do so, in order to facilitate broader participation and leverage a wider pool of expertise.</li> <li>ii. More investment in appropriate IT Infrastructure, tools and technology is required to improve operational efficiency and effectiveness of the Agency.</li> <li>iii. The Agency has incorporated a project in the 04<sup>th</sup> Strategic Plan to construct a building at the headquarters to provide additional</li> </ul>

<p>payroll management.</p>	<p>iii. Limited office space at the Agency Headquarters.</p> <p>iv. High turnover of quality and qualified employees, which is associated with the lack of an Attraction and Retention Policy.</p>	<p>office space and other facilities, such as conference rooms, storage etc.</p> <p>iv. The Agency has undertaken a Job Evaluation exercise to properly align Job Descriptions and Specifications to the Agency Objectives. The Agency will also be running a Remuneration &amp; Benefits Survey to align the Agency Compensation &amp; Benefits practises to industry standards, thus aid in both the attraction and retention of Agency employees.</p>
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**b) Establish and Maintain Robust ICT Systems to Support Aviation Safety and Security Oversight**

Achievements	Challenges	Recommendations
<p>i. Upgraded and deployed EAC Examination System for Aviation Personnel Licensing from PEXO2 to PEXO3, including Training of key Users of the system in Partner States.</p>	<p>i. Ever increasing costs of ICT goods and services which is not proportional to Budget allocated to IT, caused by inadequate funding;</p>	<p>i. Allocate adequate funding to cater for increasing cost of ICT goods, services and training;</p> <p>ii. Engage EASA to Fasttrack the release of ECCAIRS 2;</p>

<ul style="list-style-type: none"> <li>ii. Acquired 16,000 Questions for the EAC Common Examination Databank PEXO3.</li> <li>iii. Incorporated ATC and RPAS Examination Questions into the EAC Common Examination system.</li> <li>iv. Upgraded SOFIA Version 2 to SOFIA Version 3, with additional modules to enhance Safety oversight in the Partner States.</li> <li>v. Integrated EAC Examination System PEXO3 and SOFIA Version 3.</li> <li>vi. Deployed ECCAIRS 2 to EAC Partner States.</li> <li>vii. Established a Disaster Recovery site at the Centre for Aviation Medicine in Nairobi, Kenya.</li> </ul>	<ul style="list-style-type: none"> <li>ii. No support to ECCAIRS 5 due to end of life</li> <li>iii. Decentralization of Aviation IT systems by Partner States, which is contrary to harmonization of Aviation systems and processes.</li> <li>iv. Resistance to information sharing by Partner States, due to decentralised Aviation IT systems, i.e. ECCAIRS 5.</li> <li>v. Lack of Recurrent Training for the Agency IT Staff to keep abreast with technological advancement.</li> <li>vi. Few number of Examination Questions (ATC &amp; AMEL) available in PEXO2.</li> <li>vii. Lack of common Regulations, that affects setting up of Examination Questions</li> <li>viii. Low Staffing levels at the Agency affecting implementation of activities.</li> </ul>	<ul style="list-style-type: none"> <li>iii. Centralise Aviation IT systems in all Partner States to realise economies of scale;</li> <li>iv. Build capacity in the Region for inhouse development of Examination Questions;</li> <li>v. Fast track development of common Regulations;</li> <li>vi. Utilise Interns and Temporary Staff to boost Staff numbers;</li> <li>vii. Integrate available systems to increase efficiency in workflows.</li> </ul>
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ix. Low levels of automation of processes leading to inefficiencies.

**c) To Establish and Maintain Partnership and Collaboration with Key Aviation Organisations and Stakeholders**

Achievements	Challenges	Recommendations
<p>i. The Agency signed Partnership and Collaboration Agreements with various RSOOs, such as EASA, BAGASSO, BAGAIA and SASO.</p> <p>ii. The Agency collaborated and participated in a number of ICAO and AFCAC Programmes and Activities.</p> <p>iii. Continued collaboration and cooperation with EASA through technical and financial support under the framework of the EU-ASA project.</p> <p>iv. Participated in various Aviation fora to enhance CASSOA's visibility such as ICAO RSOO Cooperative</p>	<p>i. Poor participation in Aviation Stakeholders' activities due to inadequate funding, conflicting activities and few number of Staff;</p> <p>ii. Duplication of efforts.</p>	<p>i. Provision of adequate funding to participate in Aviation Stakeholders' activities.</p> <p>ii. Enhance collaboration and coordination of activities with Aviation Stakeholders to mitigate activity conflict.</p>

Platform, AFI  
Aviation events.

**d) To Support the Establishment and Implementation of Sustainable Aviation Safety and Security Oversight Systems**

Achievements	Challenges	Recommendations
<ul style="list-style-type: none"> <li>i. Enhanced compliance with ICAO Standards and Recommended Practices in Aviation Safety and Security in the Partner States.</li> <li>ii. Improved Level of Effective Implementation of Aviation Security oversight in Partner States with a regional average score of 83.05% which is above the global average of 72.69%.</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate funding to undertake planned activities</li> <li>ii. Unwillingness of some Partner States to accept planned Technical Missions;</li> <li>iii. Limited mandate of the Agency as per the <i>Protocol</i>;</li> <li>iv. High Staff turnover rate that affects business continuity;</li> <li>v. Lack of Recurrent Training for the Agency Technical Staff.</li> </ul>	<ul style="list-style-type: none"> <li>i. Implement alternative Funding Mechanism, i.e resource mobilization;</li> <li>ii. Increase innovation of the Agency activities to support Partner States;</li> <li>iii. Conduct regular Board Retreats to discuss challenges faced and way forward;</li> <li>iv. Establishment of an Attraction and Retention Policy;</li> <li>v. Allocate sufficient funds for Recurrent Training of Staff.</li> </ul>

**e) To Facilitate Technical Capacity Building, Resources and Skills Sharing in the Partner States**

Achievements	Challenges	Recommendations
<ul style="list-style-type: none"> <li>i. Provided capacity building of Technical Experts in the Partner States in the areas of Safety, Security and Environment.</li> <li>ii. Facilitated and coordinated the sharing of Aviation Safety and Security Inspectors in the Region.</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate funding to support capacity building programs.</li> <li>ii. Limited mobility as a result of COVID-19 Travel Restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>i. Implement alternative funding mechanism, i.e resource mobilization;</li> <li>ii. Establish Contingency Plan for the Agency operations during unforeseen events, such as epidemics, pandemics and disasters.</li> </ul>

**f) To Operationalize the Centre for Aviation Medicine (CAM)**

Achievements	Challenges	Recommendations
<ul style="list-style-type: none"> <li>i. Continuous Medical Education (CME) and Refresher Training for Aviation Medical Experts.</li> <li>ii. Establishment of SOFIA Digital Medical Module.</li> <li>iii. Set-up of Aviation Medical Library.</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate funding to undertake planned activities.</li> <li>ii. Slow legal process to finalise the Memorandum of Cooperation between FAA-CAMI and CAM.</li> <li>iii. Lack of motivation of</li> </ul>	<ul style="list-style-type: none"> <li>i. Engage development partners to mobilise resources;</li> <li>ii. Allocation of additional funds to motivate SMEs to participate in AVMED Trainings;</li> <li>iii. Provide technical support to Medical personnel to adopt</li> </ul>

<ul style="list-style-type: none"> <li>iv. Implementation of CAPSCA Capacity Building Programmes across EAC international Airports.</li> <li>v. Collaboration between FAA-Civil Aerospace Medical Institute (CAMI) and CAM.</li> <li>vi. Increased number of Aviation Medical Experts.</li> <li>vii. Research programs in Aviation Medicine.</li> </ul>	<ul style="list-style-type: none"> <li>Subject Matter Experts (SME) to participate in AVMED Trainings.</li> <li>iv. Challenges to adapt to technological advancement for some Medical personnel.</li> </ul>	<p>technological advancement.</p>
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## 2.4 Industry Overview

### 2.4.1 Global Trends

#### Future Aviation Trends Post COVID-19 Pandemic

Before the COVID-19 Pandemic, the global Aviation industry was experiencing steady growth driven by increasing demand from business and leisure travellers, contributing an average of \$118 billion in annual tax revenue to governments. Flight operations were steadily increasing, with airlines expanding their fleets and routes to meet rising demand. Investments in new aircraft and technologies were aimed at improving fuel efficiency and reducing environmental impact.

The Aviation sector had "the worst year in history for Air Travel demand" in 2020 when worldwide Travel ground to a halt owing to the COVID-19 Pandemic. Worldwide passenger traffic, as measured in revenue passenger kilometres, plummeted to 65.9 percent from 2019 levels, with demand falling to 75.6% from international passengers and 48.8% from domestic ones. This data is compiled by the International Air Transport Association (IATA).

At the same time, air cargo and freight services were in great demand because the pandemic prompted an upsurge in e-commerce and the urgency to get items to customers quickly. Airlines increased their cargo operations and even converted passenger planes to cargo planes as a response to the COVID-19 Pandemic consequences.

Air cargo exports showed resilience and even growth in some sectors despite the Pandemic. For example, from January to April 2020, air cargo exports in Korea amounted to \$55.8 billion, a 5% increase year-on-year. Cargo Tonne-Kilometers (CTKs) fell by 15.3% year-on-year for the First Quarter of 2020. Despite initial declines, cargo traffic showed signs of recovery in the Second half of 2020, driven by the need for medical supplies and other essential goods such as e-commerce products. Real-time flight tracking data indicated that while passenger flights declined, cargo flights remained relatively stable or even increased in some regions to meet the demand for urgent deliveries, with some airlines adapting by re-equipping passenger aircraft to carry cargo in cabins.

Earlier studies predicted that scheduled passenger traffic will increase from 4.3 billion in 2018 to 10 billion by 2040, while the number of aircraft departures is expected to rise to 90 million. No doubt, the COVID-19 Pandemic impacted growth trends because of restrictions on Air Travel, especially for passengers. However, according to IATA, the industry is returning to profitability with Africa's airlines expected to earn a collective net profit of \$100 million in 2024 for the second year in a row. Passenger traffic levels have rebounded past pre-pandemic levels, achieving full recovery in total passenger traffic, surpassing the 2019 threshold by 5.7% as of February 2024. Overall, this performance shows how resilient the industry has been able to bounce back rapidly from a near total halt.

In light of the current upturn, the International Civil Aviation Organisation (ICAO) has developed a Strategy called the Global Aviation Safety Plan (GASP) to track the progress made in the field of Safety. This Plan aims to set specific goals and initiatives for Aviation Safety and ensure that all parties involved are working together to achieve these goals.

A 15-Year Strategic methodology, the Global Air Navigation Plan (GANP) takes stock of current technology, projects where it might go, and bases its predictions on operational goals agreed upon by States and industries. With this methodical Plan in place, States, equipment makers, operators, and service providers will be more likely to commit to effective investment initiatives.

ICAO, the States, and industry have all committed to the Global Aviation Security Plan (GASeP), with the aspiration goal to achieve and maintain a strong global Aviation Security system, that is underpinned by full and effective implementation of ICAO Aviation Security Standards in all Member States. Only until the global Aviation Security community understands and supports the Plan will this be possible.

As the Aviation industry works to recover from the COVID-19 Pandemic, ICAO's Safety and Security programmes will continue to play an important role.

#### **2.4.2 Continental Trends**

The AFI Plan, a comprehensive Regional Implementation Plan for Aviation Safety in Africa was adopted by the 36<sup>th</sup> ICAO Assembly to address the Aviation Safety deficiencies in Africa. The AFI Plan is being implemented through enabling States to establish and maintain effective and sustainable Safety oversight systems, assisting States to resolve identified deficiencies within a reasonable time and enhancing Aviation Safety culture of African Aviation service providers. The Agency, in collaboration with the ICAO-ESAF Regional office, participates in the implementation of programmes aimed at supporting the three (3) focus areas.

Respectively, in regards to Aviation Security, the AFI SECFAL Plan was developed to enhance Aviation Security and facilitation in Africa in a sustainable manner. It recognizes the need for strong political and technical commitment, capacity building, sharing of resources and experiences, and information. The Agency continues to develop, as well as, support initiatives aimed at achieving the objectives of the SECFAL Plan. The increased average Level of Effective Implementation of the Partner States, with most having scored above global average, is an indicator of the positive impact of the technical support rendered by the Agency towards Aviation Security.

The African Civil Aviation Policy points out that the Air Transport industry, in 2008, generated a total of 32 million jobs globally, through direct, indirect, induced and catalytic impacts. Aviation's global economic impact (direct, indirect, induced and catalytic) is estimated at USD 3,560 billion, equivalent to 7.5% of world Gross Domestic Product (GDP). It is estimated that for Africa, in 2006, the Air Transport industry generated around 430,000 jobs in Africa and contributed more than USD 9.2 billion to African GDP (direct, indirect and induced impacts). If catalytic impacts are included, the number of jobs increases to 3.3 million and GDP to USD 67 billion. Worldwide, Africa represents 10% of total jobs and 2% of GDP generated by the Air Transport industry, including catalytic impacts.

Many African States are collaborating among themselves through the establishment of regional, inter-regional and other Strategic partnerships based on common economic interests. This encourages harmonisation of Regulations, integration and management of assets, pooling of resources etc., which enhances the growth of Civil Aviation, thus increasing the benefits accrued from Civil Aviation.

Currently the Single African Air Transport Market (SAATM) under the Open Skies Agreement has 34 out of the 55 States expected to lead to increased liberalisation in Civil Aviation in Africa. The essential pillars of the SAATM include Continuous improvement in Safety and Security and Regulatory & Policy harmonization.

As a Regional Safety Oversight Organisation, CASSOA contributes to the above growth that is predicted to be catalysed further by operationalism of the SAATM through increased and effective harmonization of Aviation Policies, Legislation and guidance to the industry. Furthermore, the Agency in this Strategic Plan will endeavour to support the Partner States, as well as, collaborate and cooperate with other continental and global stakeholders to formulate programmes and initiatives aimed at continuously improving Aviation Safety and Security.

It is anticipated that the role of Women and Youth in matters of Aviation on the continent will also be enhanced by broadening opportunities and creating awareness of the opportunities in the industry.

The Agency continues to cooperate and collaborate with the African Civil Aviation Commission (AFCAC), ICAO and other International Organizations in the implementation of programmes drawn from the African Civil Aviation Policy, AFI Plan and other emerging Aviation issues.

### **2.4.3 Regional Trends**

*Article 92 of the Treaty for the Establishment of the East African Community, stipulates, among other things, that Member States shall harmonise their policies on Civil Aviation to promote the development of Safe, reliable and economically viable Civil Aviation, with a view of developing appropriate infrastructure, aeronautical skills and technology, as well as, the role of Aviation in support of economic activities.*

*Article 3(a) provides that States shall adopt common policies for the development of Air Transport in Community in collaboration with other relevant international organizations, including Africa Civil Aviation Commission*

(AFCAC), the African Airlines Association (AFRAA), the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO).

The growth of Aviation industry within the East African Region has placed an increased demand on the regulatory Authorities for adequate and effective Safety and Security oversight systems. The industry has also witnessed numerous technological advancements that have been necessitated by the desire to effectively provide efficient Air Transport operations, i.e. acquisition of modern aircrafts in the Region. The technological innovations for the Remotely Piloted Aircraft Systems (RPAS) have not only stirred the world with excitement, but has introduced, in equal measure, regulatory and operational challenges especially for their seamless integration in controlled Airspace.

There is continued lack of adequate oversight capacity in terms of trained and qualified personnel both regionally and on the global scene. The situation is worsened by increased demand for personnel in the Region by airlines that are expanding. These airlines also tap into the same already stretched and insufficient manpower of Civil Aviation professionals. The same pool of Aviation professionals, such as Pilots, Aircraft Maintenance Personnel, Engineers, Medical Examiners/Assessors, Air Traffic Controllers, Cabin Crew and Flight Operations Officers/Dispatchers, is shared amongst the regulators and operators. The Agency is focusing on bridging this gap by coordinating joint capacity building initiatives for Inspectors of the Partner States' Civil Aviation Authorities.

As the Regional Safety and Security Oversight Organization, EAC-CASSOA plays a pivotal role in supporting Partner States in establishing and implementing the Eight Critical Elements of State Safety and Security Oversight Systems. This will ensure a Safe, Secure and vibrant Civil Aviation industry that meets the expectations of the public and international stakeholders, such as ICAO.

In this regard, EAC-CASSOA plays the role of raising regional awareness and securing commitment through regional collaboration and technical assistance to Partner States. While recognizing efforts made by Partner States, this collaborative approach presents a unique opportunity for participants to share information, and to learn from one another in aligning national plans and strategies with the international and regional Aviation priorities.

The harmonization of Civil Aviation policies in the Region has yielded some positive impacts, including an increased level of Effective Implementation (EI) of international standards and the Eight Critical Elements (CE). The Region

continued to cooperate and collaborate in resource sharing. This includes the use of Partner States' Experts to support the Republic of South Sudan in the establishment of an efficient Aviation Safety and Security oversight system. This initiative was undertaken collaboratively between the Agency and AFCAC under the EU-ASA project. Also, the Agency has succeeded in the implementation of the regional common Examination System which is currently being upgraded from PEXO2 to PEXO3.

The implementation of the Automatic Validation of Personnel Licensing in the Region remains a challenge due to the lack of common Personnel Licensing Regulations. The Agency is working on addressing this challenge and ensure implementation of Automatic Validation of PEL through initiation of the development of a Common Regional Aviation Legislation framework which shall be implemented by a regional task force involving key stakeholders to propose a work plan.

## 2.5 Stakeholders Analysis

The Agency does not operate in isolation within the Aviation environment. Whereas the mandate and objective for which CASSOA was established are well stipulated in the legal instruments of establishment, CASSOA can successfully discharge its mandate in close coordination and collaboration with a number of stakeholders. The key stakeholders are indicated in Table 3 below.

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
Partner State Civil Aviation Authorities	<ul style="list-style-type: none"> <li>(i) Prudent utilisation of resources</li> <li>(ii) Transparent and accountable governance system</li> <li>(iii) Technical assistance to enhance State Safety and Security Oversight systems</li> <li>(iv) Current and updated EAC Model Civil Aviation Laws and Regulations</li> <li>(v) Current and updated EAC Model Technical Guidance Materials</li> <li>(vi) Capacity building for Inspectors</li> <li>(vii) Maintaining a robust and up to date common EAC Examination System for Aviation personnel</li> <li>(viii) Enhancing levels of Effective Implementation (EI)</li> </ul>	<ul style="list-style-type: none"> <li>(i) Adherence to Financial Rules and Regulations</li> <li>(ii) Quarterly reporting to the Board through Technical Committees</li> <li>(iii) Provide advice, guidance and expertise on Safety oversight matters;</li> <li>(iv) Regularly develop, review and amend EAC Model Civil Aviation Laws and Regulations</li> <li>(v) Regularly develop, review and amend EAC Model TGMs</li> <li>(vi) Coordination of appropriate Training for Inspectors</li> <li>(vii) Continuously review and update the EAC Examination Databank</li> <li>(viii) Conduct regular Technical Assistance Missions to Partner States</li> </ul>

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
	<ul style="list-style-type: none"> <li>(ix) Assist in the development and implementation of appropriate Corrective Action Plans</li> <li>(x) Enhancement of information technology tools and systems to support Safety and Security oversight functions</li> </ul>	<ul style="list-style-type: none"> <li>(ix) Participate in the development of Corrective Action Plans and insure implementation</li> <li>(x) Provide appropriate ICT solutions to support Safety and Security oversight functions</li> </ul>
Partner States responsible for Civil Aviation	(i) Safe, Secure, efficient and economically viable Civil Aviation sector	(i) Support States in implementation of effective oversight
EAC Council of Ministers	<ul style="list-style-type: none"> <li>(i) Safe, Secure, efficient and economically viable Civil Aviation sector;</li> <li>(ii) Transparent and accountable governance system</li> </ul>	<ul style="list-style-type: none"> <li>(i) Support States in implementation of effective oversight</li> <li>(ii) Submission of annual reports to the EAC Council of Ministers</li> </ul>
EAC Organs and Institutions	<ul style="list-style-type: none"> <li>(i) Prudent utilisation of resources</li> <li>(ii) Transparent and accountable governance system</li> <li>(iii) Contribute towards the EAC integration process</li> </ul>	<ul style="list-style-type: none"> <li>(i) Clean Audit Reports</li> <li>(ii) Compliance with EAC Treaty and Protocols</li> <li>(iii) Support the implementation of the Common Market Protocol</li> </ul>

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
Staff of the Agency	<ul style="list-style-type: none"> <li>(i) Competitive employment terms and conditions</li> <li>(ii) Conducive and ethical working environment</li> <li>(iii) Fair and objective Performance Management system</li> <li>(iv) Timely and effective communication</li> <li>(v) Proper Staff induction, Career development and Skills Enhancement Training</li> </ul>	<ul style="list-style-type: none"> <li>(i) Develop and enhance Attraction and Retention Strategy</li> <li>(ii) Establish a Just Culture Policy</li> <li>(iii) Establishment of a robust Performance Management system</li> <li>(iv) Establishment of organisation-wide effective communication channels (such as: regular Staff meetings, information Circulars, Management and Board Resolutions)</li> <li>(v) Enhance Staff Induction process, Training and Development programmes</li> </ul>
ICAO, AFCAC, FAA, RSOOs	<ul style="list-style-type: none"> <li>(i) Effective cooperation and collaboration on Civil Aviation matters</li> <li>(ii) Effective discharge of the functions of an RSOO</li> </ul>	<ul style="list-style-type: none"> <li>(i) Partnering with these organisations on Safety and Security related oversight initiatives; participating in Civil Aviation programmes and meetings; and sharing and exchanging Aviation information of mutual benefit</li> <li>(ii) Undergo initial ICAO RRAP Assessment and maintain the RRAP recognition</li> </ul>

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
Other key industry players (ATOs, AMOs, Air Operators, design and manufacturing organisations)	(i) Efficiency of oversight activities (ii) Transparency, consistency, predictability and objectivity in oversight activities	(i) Support Partner States to ensure effective oversight activities (ii) Implementation of the Service Charter

**Table 3: Key Stakeholders**

## 2.6 SWOC Analysis

An analysis of the Internal Environment of the Agency entails an assessment of Strengths, Weaknesses, Opportunities and Challenges (SWOC) as summarised in Table 1 below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li><input type="checkbox"/> Established and recognised Regional Safety and Security Oversight Organisation (RSOO)</li> <li><input type="checkbox"/> Self-accounting Institution of the EA Community</li> <li><input type="checkbox"/> Existing model Legal and Regulatory frameworks for Aviation Safety and Security Oversight systems</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CASSOA Act and Protocol not aligned to regional needs</li> <li><input type="checkbox"/> Insufficient revenue streams</li> <li><input type="checkbox"/> Limited office facilities and equipment</li> <li><input type="checkbox"/> Uncompetitive remuneration</li> </ul>

- ❑ Dedicated, skilled, experienced, multi-cultural and committed Staff, who work as a team
- ❑ Supportive Management team and Board of Directors
- ❑ ICT enabled environment

### **Opportunities**

- ❑ Growing Aviation industry in the Region
- ❑ Key role of Aviation in deepening and widening Regional integration, particularly in enhancing the Common Market pillar of integration
- ❑ Increasing cooperation and collaboration with other regional and global bodies in fostering Safety and Security standards and practices
- ❑ Access to Aviation Experts in the Partner States
- ❑ Collaboration with Development Partners
- ❑ Collaboration and cooperation with other RSOOs
- ❑ Strong and growing political will to sustain regional approaches towards the growth of Aviation industry

### **Challenges**

- ❑ Keeping pace with dynamic Aviation trends
- ❑ Lack of understanding of the Agency's role by the industry operators in the Region
- ❑ Delayed or non-remittance of Contributions from the Partner States
- ❑ Insufficient Aviation Experts and competencies in the Region
- ❑ New and emerging Security threats
- ❑ Keeping up with the pace of rapid technological changes with respect to knowledge and skill requirements
- ❑ Low use of information technology applications in oversight functions in the Partner States.

- Supportive Partner States' CAAs
- Supportive Strategic partners, e.g. ICAO, AFCAC, EASA and EAC Organs
- Inconsistent participation of Partner States in CASSOA activities
- Different levels of implementation of SSP and SMS by Partner States

**Table 1: SWOC Analysis**

2.7

**PESTEL Analysis**

An analysis of the External Environment of the Agency entails an assessment of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) environment as summarised in Table 2 below:

<b>Factors</b>	<b>Possible Impact</b>
Political	<ul style="list-style-type: none"> <li><input type="checkbox"/> Political instability in any of the EAC Partner States could affect the Aviation industry, negatively impacting on the operations of the Agency.</li> <li><input type="checkbox"/> With political stability, continued existence and growth of East African Community will enhance further integration and development providing an opportunity for the Agency.</li> <li><input type="checkbox"/> Government policies to support and promote Aviation initiatives in the Region.</li> <li><input type="checkbox"/> Increased reliability of Air Transport as a result of adequate regulatory regime in the Region.</li> </ul>

Economic	<ul style="list-style-type: none"> <li>❑ Thriving economies in Partner States will support the implementation of the Sustainable Funding Mechanism and greatly enhance service delivery of the Agency.</li> <li>❑ Liberalisation of the EAC Airspace will remove barriers to free movement across the Region leading to increased traffic and growth of Aviation industry in the Region.</li> </ul>
Social-Cultural	<ul style="list-style-type: none"> <li>❑ The Agency has to cope with social cultural diversity whilst maintaining its mandate to Partner States.</li> <li>❑ Emergence of the younger generation that is keen to travel by Air.</li> <li>❑ Insufficient society awareness about the opportunities in Aviation.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>❑ Adaptation to technological advancements leading to improved acceptance behaviour of public towards Air Transport.</li> <li>❑ Keeping abreast with emerging trends in Aviation to remain relevant and attractive in the industry.</li> <li>❑ Implementing new technology in the oversight functions leading to enhanced Safe operation of Air Transport.</li> </ul>

<p>Environmental</p> <ul style="list-style-type: none"> <li>❑ Increased consciousness of the effects of Aviation on the environment leading to climate change.</li> <li>❑ Reduction of emission of Green House Gases (GHG) into the atmosphere as a result of efficient Flight procedures.</li> <li>❑ Reduction of Aircraft noise as result of improved design of aircraft systems and aerodromes.</li> <li>❑ Implementation of Initiatives aimed at ensuring Environmental Sustainability.</li> <li>❑ Improved Flight procedures for landings and take-offs at aerodromes and implementation of CORSIA</li> </ul>
<p>Legal</p> <ul style="list-style-type: none"> <li>❑ Amendment of Legal instruments of the Agency as necessary.</li> <li>❑ Enactment of common EAC Civil Aviation laws and policies, as applicable.</li> </ul>
<p>Gender</p> <ul style="list-style-type: none"> <li>❑ The Agency will foster Gender balance in the Staffing of the Agency, and implementation of activities, as well as, encourage the Youth to join the Aviation industry.</li> </ul>

**Table 2: Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis**

## **2.8 Key Success Factors**

In order for the Agency to successfully discharge its mandate, the following key success factors were identified:

### **a) Staff Capacity and Continued Competencies**

The Agency requires an optimal number of highly-trained and self-motivated Professionals in the various functions for the overall achievement of its objectives. Continuous Technical skills development, Competency enhancement, Leadership and Management capacity development are critical for all Staff.

### **b) Sustainable Funding**

Adequate and Sustainable Funding is necessary if the Agency is to effectively fulfil its mandate. This requires commitment among the Partner States to timely remit their contributions, operationalise a Sustainable Funding Mechanism, fostering relationships with development partners and optimization of financial resources.

### **c) Harmonisation**

One of the mandates of the Agency is the harmonisation of operating regulations and procedures, in compliance with international standards and recommended practices.

### **d) Contribute towards the EAC Integration Agenda**

Implementation of the common Civil Aviation Regulations in the Region to facilitate free movements of Aviation personnel in the Region, by mutual recognition of Certificates, Licenses and approvals.

### **e) Effective Communication**

Communication is successful when top-down, bottom-up and lateral approaches are used in an organisation. Implementation of top-down communication is quite indispensable in ensuring that the Management shares the Strategic direction with the rest of the Staff. The bottom-up communication provides feedback to Management in order to make informed decisions. This feedback can be provided through surveys, focus groups and meetings. Lateral communication encompasses workplace communication among people, departments and all teams at the same level.

#### **f) Adaptation and Innovation**

It is clear that the Agency operates in an industry with high demand for continuous research, development and effective delivery. Therefore, the focus should be on new product or service development to keep abreast with evolving technologies requiring innovation and adaptation to achieve the Strategic goals. It is crucial for the Agency to remain innovative and may include reshaping the Organizational Culture to promote innovation.

#### **g) Cooperation of the Partner States**

Cooperation from Partner States is crucial for the success of the Agency. Participation in various Agency activities by representatives from Partner States enables the objectives of the Agency to be achieved. The Agency coordinates the Sharing of Inspectors and other Aviation Experts in an environment where technical skills and competence demands are broad and dynamic. This requires optimum utilization of the available resources and opportunities by sharing the same resources across the Region. In addition, coordination of Training, exchange and sharing of Safety information are fostered by the Agency for capacity building.

#### **h) Automation of Systems and Procedures**

It is crucial for the Agency to automate and optimize systems, processes and procedures to minimise bureaucracy and thus realise effective and efficient delivery of its services.

#### **i) Facilities and Equipment**

The Agency requires adequate and modern facilities and appropriate equipment including ICT systems. The facilities, equipment and systems should be supported through effective and regular maintenance for serviceability and effective delivery of services.

## CHAPTER THREE

### STRATEGIC DIRECTION FOR THE PLANNING PERIOD 2025/26 TO 2029/30

#### 3.0 Introduction

This chapter stipulates the Mission, Vision, Core Values and Objectives to be achieved through a set of Strategies, Targets and Key Performance Indicators (KPIs). Objectives and Targets that are envisaged to be implemented during the planning period. The chapter also shows how various Strategic Interventions are to be undertaken.

#### 3.1 Strategic Direction

##### 3.1.1 Vision

To be a model Regional Safety and Security Oversight Organization.

##### 3.1.2 Mission

To enhance oversight systems in all Partner States by harmonizing Civil Aviation Safety and Security standards and best practices for Safe and Secure Civil Aviation services.

##### 3.1.3 Core Values

The Agency adopts the following Core Values as part of its Corporate Culture to achieve its Vision and Mission.

- a) **Team Work** - CASSOA Staff working as a team will engage the Partner States and industry stakeholders and work collaboratively to achieve organisational goals.
- b) **Integrity** – CASSOA Staff will uphold the standards of ethics and honesty and endeavour to be transparent and accountable in all actions.
- c) **Innovation** – The Agency will encourage Staff to learn, be creative and adopt new ways of doing things that deliver quality services.
- d) **Respect** – CASSOA Staff and Partner States personnel will show respect for each other and the Aviation industry stakeholders and the public irrespective of their gender and socio-cultural orientation.
- e) **Excellence** – CASSOA Staff will endeavour to be competent and skilled in all what we do at CASSOA and provide services that exceed customer expectation.

#### 3.2 Mandate of the Agency

*Article 4 of the Protocol for the Establishment of CASSOA provides for the principal objectives of the Agency as follows;*

- a) Promote the Safe, Secure and efficient use and development of Civil Aviation within and outside the Partner States;
- b) Assist the Partner States in meeting their Safety and Security oversight obligations and responsibilities under the *Chicago Convention* and its *Annexes*; and,
- c) Provide the Partner States with an appropriate forum and structure to discuss, plan and implement common measures required for achieving the Safe and orderly development of international Civil Aviation through the implementation of international standards and recommended practices relating to the Safety and Security of Civil Aviation.

In order to continually deliver on this mandate, the Agency has defined a set of Strategic Objectives to undertake in the next Five Years which include:

- i. Strengthening the governance framework and practices within the Agency to ensure transparency and accountability.
- ii. Developing and maintaining effective and sustainable oversight systems for Aviation Safety and Security.
- iii. Supporting the integration and implementation of new technologies in Aviation to enhance Safety and efficiency.
- iv. Building and maintaining strong partnerships with key stakeholders and international organizations to foster a collaborative approach to Aviation Safety and Security.
- v. Investing in the development and maintenance of human resources to ensure a skilled and knowledgeable workforce for effective oversight and management.

These five Strategic Objectives will ensure CASSOA not only meets its fundamental mandate but also adapts to evolving needs and challenges in the Aviation sector.

### **3.3 Strategic Objectives for the Planning Period 2025/26-2029/30**

#### **3.3.1 Strategic Objective No. 1: To Enhance Corporate Governance, Operational Efficiency and Visibility of the Agency**

There is need for CASSOA to ensure continuous improvement of the governance structures and operational efficiency of the Agency. There is also need to ensure that the Agency is well funded, has adequate and competent

Staff and Quality Management systems. This will provide a platform for a high performing and efficient Agency that is able to effectively utilise the available resources.

### **3.3.2 Strategic Objective No. 2: To Support the Establishment and Implementation of Sustainable Aviation Safe, Secure and Environmentally Sustainable Oversight Systems**

The establishment of an effective Safety and Security oversight system is important for the development of the appropriate framework required for improved Civil Aviation Safety and Security. CASSOA shall contribute towards an effort to minimize incidents and accidents of aircraft. The implementation of ICAO SARPs ensures necessary interventions are identified and implemented for effective oversight of the industry in the Region. The Civil Aviation industry in the Region requires to operate in a manner that is consistent and predictable to the stakeholders.

This can be achieved if the Laws, Regulations and Technical Guidance Materials used in the provision of oversight functions are harmonised. This requires not only harmonisation of the legislative framework but also a shared understanding of the framework and its application.

The Strategic Plan has also taken into consideration the need to address issues relating to environmental protection. Model Regulations, guidance and State Action Plans on Environmental Protection will be developed and regularly reviewed.

### **3.3.3 Strategic Objective No. 3: To Promote the Implementation of Emerging Technologies to Improve Safety and Security in the Region**

CASSOA supports processes and provides information systems' tools that enhance oversight activities in the Region. The Agency shall continuously invest in new systems, upgrade existing ones and ensure support is provided for effective operation of the systems. The Agency should also implement ICT systems to ensure that its services are efficient and effective.

To ensure the Safe and efficient integration of new technologies, effective oversight is paramount. As air mobility solutions such as urban air taxis and electric aircraft become more prevalent, the Agency will support Partner States to establish policies and guidelines to govern their operation and ensure continued Safety and efficiency. Drones, or Remotely Piloted Aircraft Systems (RPAS), will require regulatory frameworks to address issues such as Air Traffic Management and Operator Certification. The adoption of blockchain technology in Aviation will require industry-wide standards to ensure Data Integrity and Cybersecurity.

In addition, in the area of Aviation Security the implementation of a secure Travel Identification Program (TRIP) will necessitate robust Regulations to

protect passenger information. The Agency, in the next five years, aims to proactively address regulatory requirements for these new technologies in order to support Partner States in ensuring the Aviation sector can effectively manage risks and promote responsible innovation in the industry.

The Agency will, during this Strategic Plan, also support Partner States in the adoption of emerging issues relating to Environmental Sustainability including CORSIA and Sustainable Aviation Fuels.

#### **3.3.4 Strategic Objective No. 4: To Strengthen and Maintain Partnership and Collaboration with Key Aviation Organisations and Stakeholders**

The effective performance of the Agency is dependent on its ability to enter into beneficial relationships and collaborations with other organisations in the industry. The Agency commits to continuously enhance collaborations that will help improve its performance through sharing ideas and learning from each other. Further, the Agency requires to seek Technical and Financial support from these collaborating organisations in order to effectively implement its mandate.

#### **3.3.5 Strategic Objective No. 5: To Improve and Maintain Human Capacity**

The Human Resource capacity in the Region remains critical for the effective oversight activities. The need for capacity building cuts across all Partner States, hence the need to ensure that Aviation personnel are adequately trained and training frameworks are clearly understood and applied consistently.

### **3.4 Organisational Analysis Aligned to the Strategic Objectives**

#### **3.4.1 Operational Analysis Aligned to the Strategic Objectives**

The Analysis shows the performance of the global, African and the regional Aviation industry in East Africa. The analysis shows that the industry is growing and the East African region needs to take advantage not only to grow their airlines but also to ensure that effective regulatory oversight is in place to manage the growing industry.

This opportunity is being addressed through the **Strategic objective** on *Supporting Establishment and Implementation of Sustainable Safety and Security Oversight Systems* in the Partner States. In order to improve the legal framework and align the mandate of CASSOA to the industry trends the CASSOA Act and Protocol will require to be amended and this has been included in **Strategic Objective Number One**.

The East African region has made significant strides towards ensuring compliance with the Global Aviation Safety Plan and the Global Aviation

Security Plan. The Region will continue to pursue these initiatives by entering into partnerships and collaborations as indicated in **Strategic Objective Number Four**. CASSOA will also ensure that the GASP, GAsEP, GANP, Revised Abuja Safety Target, AFI-SECFAL Plan and Windhoek Ministerial Declaration on Aviation Security initiatives are implemented and sustained under **Strategic Objective Number Two** on *Supporting Establishment and Implementation of a Sustainable Safety and Security Oversight*.

#### **3.4.2 SWOC Analysis Aligned to the Strategic Objectives**

The Strategic Plan addresses the challenges and weaknesses identified in the SWOC Analysis while at the same time taking advantage of the Strengths and Opportunities. The Strengths are addressed under **Strategic Objective Two** on *Supporting the Establishment and Implementation of Sustainable Aviation Safety and Security Oversight Systems*.

The weaknesses underscore systems and processes issues. These are addressed under the **Strategic Objective Number One** on *Enhancing Corporate Governance and Operational Efficiency*, as well as, **Strategic Objective Number Three** on *Promoting the Implementation of Emerging Technologies to Improve Safety and Security in the Region*.

The capacity in the Region in terms of Aviation Experts have also been identified as a challenge and this is addressed in **Strategic Objective Number Five** on *Improvement of Human Capacity*. The SWOC Opportunities section provides for strengthening of CASSOA systems to utilise the envisaged available chances, to improve Aviation Safety and Security.

#### **3.4.3 PESTEL Analysis Aligned to the Strategic Objectives**

The PESTEL analysis identifies several factors that affect the performance of CASSOA. Some positive and others negative. The growth of vibrant economies in the Region will make it easier for countries to support CASSOA. This positive impact will be reinforced by developing and seeking approval for the implementation of the Sustainable Funding Mechanism as contained in **Strategic Objective Number One**. The funding model will also mitigate against inadequate resources for the Agency.

The socio-cultural challenges identified due to the diversity of Staff will be mitigated through implementation of Strategies to build strong work teams in **Strategic Objective Number One**. The inability to cope with the fast pace of technological changes was cited as one of the challenges facing CASSOA. This will be mitigated by enhancing ICT systems within CASSOA and improving operational efficiency as reflected in **Strategic Objective Number Three**.

The impact of Aircraft operations on the Environment has been identified as an area that requires to be addressed and this will require implementation of

mitigation measures through development of plans for implementation of CORSIA under **Strategic Objective Number Two**. The lack of Common Aviation Laws in the Region is identified as having a negative impact. This will be mitigated by developing Common Civil Aviation Laws in the Region under **Strategic Objective Number Two**. The issues of Gender and Youth mainstreaming in CASSOA will continue to be implemented progressively without compromising on performance under the **Strategic Objective Number One**.

## CHAPTER FOUR

### RISK MANAGEMENT

#### **4.0 Introduction**

This chapter addresses Risks and Mitigation Strategies. Mitigating Risks demands more than reactive measures; it requires a Strategic mindset that anticipates, prepares, and adapts. The chapter explores a spectrum of Mitigation Strategies, ranging from contingency planning and diversification of resources to the adoption of cutting-edge technologies and strategic alliances. By aligning Risk Mitigation with Organizational Goals and Values, an organization can foster a resilient framework that not only protects against potential disruptions but also cultivates opportunities for innovation and growth.

#### **4.1 Risk and Mitigating Strategies**

Risk Management refers to a coordinated set of activities and methods that are used to guide an organization in managing and controlling the Risks that can affect its ability to achieve its objectives. The management of Risks is an important process to enable the Agency identify possible sources or conditions for Risks and Mitigating Measures.

The established CASSOA's Risk Management Framework (RMF) is based on the ISO 31000:2009 Quality Risk Management Standard. The Agency has embarked on regular assessment of Strategic and Corporate Risks from the perspective of finance, political, technical and operational. Risks are managed to ensure that Residual Risk is *as low as reasonably practical (ALARP)* and reported on a regular basis in order to institute appropriate treatment measures.

Strategic Objective	Risk Identification (Risk Description)	Risk Treatment (Mitigation Measures)
<p><b>Strategic Objective 1:</b></p> <p>To enhance corporate governance, operational efficiency and visibility of the Agency</p>	<p>Ineffective governance structure of the Agency</p>	<ul style="list-style-type: none"> <li>(i) Establish and implement a mechanism for evaluation of effectiveness of the Board.</li> <li>(ii) Organize and facilitate corporate governance training for CASSOA Board.</li> <li>(iii) Continuous and active engagement of the Board and provision of regular updates on CASSOA activities.</li> <li>(iv) Ensure timely convening of Board Meetings and Retreats as per <i>Protocol</i> requirements.</li> </ul>
	<p>Lack of Sustainable Funding Mechanism and Funding structure</p>	<ul style="list-style-type: none"> <li>(i) Implement the Summit Decision on Sustainable Funding Mechanism as guided by the EAC Council of Ministers.</li> <li>(ii) Resource mobilisation from development partners</li> </ul>
	<p>Ineffective management of the Agency</p>	<ul style="list-style-type: none"> <li>(i) Develop and implement realistic and effective Annual Plans for the Agency.</li> <li>(ii) Establish and implement an effective mechanism for management Performance Appraisal.</li> <li>(iii) Regular and effective Management and Staff Meetings.</li> <li>(iv) Establish effective communication channels.</li> <li>(v) Institute an all-inclusive decision-making process.</li> <li>(vi) Continuous monitoring and evaluation of Agency performance.</li> </ul>

Strategic Objective	Risk Identification (Risk Description)	Risk Treatment (Mitigation Measures)
		<ul style="list-style-type: none"> <li>(vii) Ensure effective use of both human and financial resources of the Agency.</li> <li>(viii) Develop appropriate Organization Structure and attract and retain competent Staff.</li> <li>(ix) Provide Training in Management and Leadership Skills.</li> <li>(x) Develop appropriate Management Policies and Procedures.</li> <li>(xi) Ensure declaration of conflict-of-interest situations.</li> </ul>
	Failure to align CASSOA Strategies with EAC Policies and Strategies	<ul style="list-style-type: none"> <li>(i) Align CASSOA Strategies with EAC Policies and Strategies.</li> </ul>
	Inefficient Operational Processes and Controls	<ul style="list-style-type: none"> <li>(i) Update existing Agency Standard Operating Procedures.</li> <li>(ii) Continuous monitoring and evaluation of Agency Operational Processes.</li> <li>(iii) Establish and implement effective and continuous feedback mechanisms.</li> <li>(iv) Carry out regular peer reviews.</li> <li>(v) Enhance Internal Audit function.</li> <li>(vi) Timely implementation of Audit recommendations.</li> <li>(vii) Develop and implement internal control mechanisms.</li> <li>(viii) Mid-Term Review of progress made on the implementation of the Strategic Plan.</li> <li>(ix) Develop, sensitise Staff and implement Policies, Rules and Procedures.</li> </ul>

Strategic Objective	Risk Identification (Risk Description)	Risk Treatment (Mitigation Measures)
		(x) Develop and implement a QMS system for the Agency processes.
	Failure to create a good/positive Corporate Image	<ul style="list-style-type: none"> <li>(i) Develop and implement a Communication Strategy.</li> <li>(ii) Develop and implement a CSR Policy and Strategy.</li> <li>(iii) Develop and publish Annual Reports.</li> <li>(i) Implement the Agency's Code of Conduct.</li> </ul>
<p><b>Strategic Objective 2:</b></p> <p>To support the establishment and implementation of Safe, Secure and Environmentally Sustainable Aviation oversight systems.</p>	Failure to attain timely cooperation from the Partner States CAA to support other States	<ul style="list-style-type: none"> <li>(i) Active engagement of key decision makers.</li> <li>(ii) Carry out Sensitization meetings or workshops for the CAA.</li> </ul>
	Lack of Sufficient Qualified and Competent Personnel	<ul style="list-style-type: none"> <li>(i) Recurrent Personnel Training.</li> <li>(ii) Implement Inspector Sharing Scheme.</li> <li>(iii) Establish and implement appropriate Staff Recruitment and Retention Strategy.</li> </ul>
	Irregular participation by Partner States in CASSOA activities	(i) Active engagement of key decision makers in Partner States.
	Failure to harmonize or implement the Civil Aviation Legislative Framework, Processes and Procedures in Partner States	<ul style="list-style-type: none"> <li>(i) Sensitization of Partner States key decision makers on the need for harmonization.</li> <li>(ii) Encourage Partner States to be committed towards harmonization.</li> <li>(iii) Initiation of the process of developing Regional Aviation Legislation to evolve from Model Laws.</li> </ul>

Strategic Objective	Risk Identification (Risk Description)	Risk Treatment (Mitigation Measures)
		(iv) Develop and implement transmission and follow-up mechanism.
	Failure to provide technical support to Partner States	(i) Cost sharing with Partner States. (ii) Continuous sharing of technical resources with Partner States.
	Failure to timely develop and amend Model Primary Civil Aviation Legislation, specific operating Regulations and TGMs	(i) Seek adequate budgetary allocation. (ii) Sharing of technical resources with Partner States. (iii) Develop realistic Work Plans. (iv) Implement Work Plans as approved.
	Under-utilization of the Centre for Aviation Medicine	(i) Active engagement of key decision makers in Partner States to optimise utilisation of CAM. (ii) Host relevant stakeholder workshops, training and seminars on Aviation Medicine. (iii) Embark on provision of Basic and Advanced Training in Aviation Medicine. (iv) Setting up of the Toxicology Laboratory to aid Aircraft Accident investigation. (v) Commencement of Research studies in Aviation Medicine.
<b>Strategic Objective 3:</b> To promote the implementation of emerging technologies to improve Safety and Security in the Region	Failure to adapt to the proposed ICT initiatives	(i) Carry out sensitization. (ii) Provide specialized Training on emerging technologies and use of ICT systems.
	Slow pace of adaptation to the emerging technologies	(i) Ensuring the Agency Attracts and Retains Competent Staff who can adapt to new technologies.

Strategic Objective	Risk Identification (Risk Description)	Risk Treatment (Mitigation Measures)
		<ul style="list-style-type: none"> <li>(ii) Continuous Professional Development of Staff.</li> <li>(iii) Collaboration with stakeholders on the emerging technologies.</li> <li>(iv) Update and implement ICT Strategy and Policy.</li> </ul>
	<p>Ineffective operationalization of available Aviation Safety and Security IT tools (i.e. SOFIA, ECCAIRS, Exam System) in the Partner States</p>	<ul style="list-style-type: none"> <li>(i) Sensitisation of Partner States decision makers.</li> <li>(ii) Enabling awareness to emerging technology trends.</li> <li>(iii) Involve Partner States in development of system specifications.</li> <li>(iv) Schedule Induction and Regular Refresher User Training Sessions.</li> <li>(v) Regular implementation of updates from tool developers.</li> <li>(vi) Schedule Induction and Regular Refresher Administrator Training Sessions.</li> <li>(vii) Regular Implementation Follow-Up by Agency.</li> <li>(viii) Develop adequate Service Level Agreements.</li> <li>(ix) Resource Mobilisation for systems' upgrades and maintenance.</li> </ul>
<p><b>Strategic Objective 4:</b></p> <p>To Strengthen and maintain partnership and collaboration with key Aviation organisations and stakeholders</p>	<p>Low levels of cooperation and collaboration by intended partners</p>	<ul style="list-style-type: none"> <li>(i) Active participation in stakeholders' forums and activities.</li> <li>(ii) Improve CASSOA Visibility and Image.</li> <li>(iii) Increase the understanding of CASSOA's Objectives.</li> <li>(iv) Proper Induction of all Staff to understand the Objectives of the Agency.</li> <li>(v) Sensitisation of stakeholders on Agency collaboration plans.</li> </ul>

<b>Strategic Objective</b>	<b>Risk Identification (Risk Description)</b>	<b>Risk Treatment (Mitigation Measures)</b>
<b>Strategic Objective 5:</b>  To Improve and maintain human capacity	Insufficient support to Capacity Building initiatives	(i) Strategically pursue the Sustainable Funding Mechanism. (ii) Engagement of development partners.
	Failure to provide appropriate Technical Training	(i) Develop and conclude MOUs with regional and international Training Organisations. (ii) Engage industry partners to fund the Training Plan. (iii) Update the existing Training Gap Analysis. (i) Source funding to implement ITS in all Partner States.

## CHAPTER FIVE

### FINANCIAL REQUIREMENT FOR THE PERIOD 2025/26 TO 2029/30

**5.0** This chapter highlights the financial requirements for the Agency to execute the Plan. The financials include, but not limited to, possible source of funding, assumptions, expenditures and revenue estimates.

#### **5.1 Financial Requirements**

In the pursuit of Organizational Goals and Strategic Objectives, Financial Resources serve as the lifeblood that fuels innovation, expansion, and resilience. This chapter explores the critical importance of financial requirements in sustaining business operations, driving growth, and navigating economic landscapes with confidence and foresight.

#### **5.2 Funding of the Strategic Plan**

The Agency is an autonomous, self-accounting Institution of the East African Community, fully responsible for the prudent financial management of the Agency's resources on behalf of the Partner States. The Agency, unlike other EAC Institutions, is funded by Partner States through their Civil Aviation Authorities. *Article 15* of the *Protocol* establishes the sources of the Agency's financial resources to include:

- a) Contributions by the Partner States through their respective Civil Aviation Authorities;
- b) Resources mobilized by the Community;
- c) Grants and loans from regional and international bodies;
- d) Revenue from the activities of the Agency; and,
- e) Any other sources as may be approved by the EAC Council of Ministers.

The 4<sup>th</sup> Strategic Plan requires funding in the number of US\$ **22,468,671** to implement.

#### **5.3 Assumptions**

The following assumptions were used in the forecast of revenues and expenditures required to support the Strategic Plan, namely;

- i. **Availability of Resources** (Financial and Technical expertise) and tools to execute the oversight functions among Partner States;
- ii. **Economic Conditions:** Assumptions about the overall economic environment, such as GDP growth rates, inflation rates, and interest rates, which can impact both revenue generation (e.g., taxes, fees) and expenditure levels (e.g., cost of goods and services);

- iii. **Organizational Growth:** Assumptions regarding the growth trajectory of CASSOA, including any planned expansions, changes in service offerings, or new initiatives that could affect revenue streams or expenditures.
- iv. **Revenue Sources:** Assumptions about the reliability and sustainability of various revenue sources, such as grants, subsidies, fees, donations, or investments. Consider factors like historical trends, projected changes in funding levels, or potential new revenue streams.
- v. **Expenditure Categories:** Assumptions regarding the allocation of funds across different expenditure categories (e.g., personnel costs, operational expenses, capital investments). This includes assumptions about cost inflation or deflation in specific sectors.
- vi. **Cost Efficiency:** Assumptions about improvements in operational efficiency or cost-saving initiatives that might affect expenditure levels without compromising service quality.
- vii. **Risk Factors:** Assumptions about potential risks and uncertainties (e.g. unexpected expenses, revenue shortfalls, external shocks) and how these might be mitigated or managed.
- viii. **Willingness of Partner States** and global organizations to cooperate and collaborate.

5.4 Expenditure Estimates FY2025/2026 - 2029/2030

Expenditure Items	Estimates 2025/2026	Estimates 2026/2027	Estimates 2027/2028	Estimates 2028/2029	Estimates 2029/2030
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<b>Recurrent Expenditure</b>						
Personnel Emoluments and Administrative Expenses	2,296,871	2,296,871	2,296,871	2,296,871	2,296,871	<b>11,484,357</b>
Technical Operational Expenses	1,117,470	1,096,170	1,067,470	1,046,170	1,117,470	<b>5,444,750</b>
Governance Expenditure	366,484	371,484	362,200	342,500	342,500	<b>1,785,168</b>
Training and Capacity building	371,700	371,700	371,700	371,700	371,700	<b>1,858,499</b>
<b>Total Recurrent Expenditure</b>	<b>4,152,525</b>	<b>4,136,225</b>	<b>4,098,241</b>	<b>4,057,241</b>	<b>4,128,541</b>	<b>20,572,774</b>

<b>Development Expenditure</b>							
Building and Construction	50,000	50,000	550,000	550,000	50,000		<b>1,250,000</b>
Motor Vehicles					65,000		<b>65,000</b>
Office Equipment, Furniture, Fixtures	20,854	20,854	20,854	20,854	20,854	20,854	<b>104,272</b>
ICT Hardware, Software, and Infrastructure	108,925	108,925	108,925	74,925	74,925		<b>476,625</b>
<b>Total Development Expenditure</b>	<b>179,779</b>	<b>179,779</b>	<b>679,779</b>	<b>645,779</b>	<b>210,779</b>		<b>1,895,897</b>
<b>Total Expenditure</b>	<b>4,332,305</b>	<b>4,316,005</b>	<b>4,778,021</b>	<b>4,703,021</b>	<b>4,339,321</b>		<b>22,468,671</b>

**5.5 Revenue Estimates FY2025/2026 - 2029/2030**

<b>Revenue Stream</b>	<b>Estimates 2025/2026</b>	<b>Estimates 2026/2027</b>	<b>Estimates 2027/2028</b>	<b>Estimates 2028/2029</b>	<b>Estimates 2029/2030</b>	<b>TOTAL</b>
1. Partner States Contributions	4,132,305	4,016,005	4,078,021	4,003,021	4,039,321	<b>20,268,671</b>
2. Development Funding	200,000	300,000	700,000	700,000	300,000	<b>2,200,000</b>
<b>Total Revenue</b>	<b>4,332,305</b>	<b>4,316,005</b>	<b>4,778,021</b>	<b>4,703,021</b>	<b>4,339,321</b>	<b>22,468,671</b>

## CHAPTER SIX

### MONITORING AND EVALUATION FRAMEWORK

#### 6.0 Introduction

This chapter details the Monitoring and Evaluation Framework through detailed matrix for targets and their related Key Performance Indicators, as well as, the means of verification. It also contains the annexed Strategic Plan Implementation Matrix in which every target is assigned a timeframe of implementation and budget.

#### 6.1 Monitoring and Evaluation

In the pursuit of Organizational Goals, effective Strategy is not merely about planning and execution but also about continuous learning, adaptation, and improvement. This chapter explores the critical functions of Monitoring and Evaluation (M&E) as essential tools for assessing performance, measuring impact, and enhancing accountability across diverse domains of operation.

In today's dynamic and competitive landscape, the ability to monitor progress and evaluate outcomes is indispensable. Monitoring provides real-time insights into the implementation of strategies and initiatives, offering stakeholders timely feedback to adjust course, seize opportunities, and mitigate risks. Evaluation, on the other hand, goes beyond tracking activities; it assesses the effectiveness and efficiency of interventions, guiding future decisions and resource allocation. Together, M&E form the backbone of evidence-based management, enabling organizations to foster transparency, improve decision-making, and drive sustainable growth.

#### 6.2 Monitoring Indicators

Monitoring and Evaluation of the Strategic Plan will be carried out at two levels. The first level will be for tracking indicators at Strategic Objective level to establish and determine actual deliverables (outcome of the Plan) and the second level will track indicators at Output level to establish the quantities and qualifies of outputs and their respective timings of their delivery.

Both qualitative and quantitative data to measure the status of achievements of the Strategic Objectives will be collected over the Five-Year period and analysed at Third Year of implementation. However, data to measure lower-level Objectives (output/deliverables and activities) based on the Annual Business Plan will be collected and analysed Quarterly for purposes of monitoring progress on the implementation of the Strategic Objectives. The internal generated Business Continuity and Risk Management models will be indispensable tools in Monitoring and Evaluation process.

### 6.3 Monitoring and Evaluation Framework

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
<b>Strategic Objective 1: To Enhance Corporate Governance, Operational Efficiency and Visibility of the Agency</b>				
1.1 Enhanced Corporate Governance of the Agency	1.1.1 Facilitate governance Annual Programs to increase effectiveness and efficiency of the Agency	Increased effectiveness and efficiency in the Governance of the Agency	<ul style="list-style-type: none"> <li>• 100% of planned Board Meetings conducted</li> <li>• At least 80% of Board Resolutions implemented</li> <li>• 100% adherence to approved Budget</li> </ul>	Board Minutes
	1.1.2 Update CASSOA Protocol and Act	<ul style="list-style-type: none"> <li>• Enhance Capacity and Efficiency of the Board</li> <li>• Support industry Growth</li> </ul>	At least 85% of Board Membership nominated	Promulgated CASSOA Protocol and Act

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
	1.1.3 Update and implement Risk Management Framework	Enhanced Risk Mitigation and Controls	<ul style="list-style-type: none"> <li>High Risks reduced to moderate within 12 months</li> <li>Moderate Risks reduced to low within 24 months</li> </ul>	Updated Risk Register
1.2 Corporate Governance Framework Enhancement	1.2.1 Review and update Governance Policies and Procedures to align with international standards	<ul style="list-style-type: none"> <li>Annual Reports, Publications and Financial Reports</li> </ul>	<ul style="list-style-type: none"> <li>Published Reports</li> <li>External Audit Reports</li> <li>At least 85% of existing Policies and Procedures updated by 2029, as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Published Reports</li> <li>External Audit Reports</li> </ul>
1.3 Branding and Visibility Enhancement	1.3.1 Implement a Visibility Policy and Strategy	Increased Stakeholders Awareness of Agency activities	<ul style="list-style-type: none"> <li>At least 80% of Agency Technical activities posted on the Agency website and social media platforms</li> <li>At least 60% increase of visitors/page reviews on the Agency website</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Website Traffic Reports</li> <li>Number of social media platform followers</li> <li>Approved Visibility Policy and Strategy</li> </ul>

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
			<ul style="list-style-type: none"> <li>At least 60% increase of followers on social media platforms</li> </ul>	
1.4 Operational Process Optimization	1.4.1 Digitize Agency Business Processes	Streamlined workflows and increased operational efficiency	At least 50% increase of Administrative Processes automation	Number of automated Administrative Processes
	1.4.2 Implement Agency Quality Management System (QMS)	Enhanced Quality of Services	<ul style="list-style-type: none"> <li>At least 80% satisfaction scores from Partner States</li> <li>QMS Certification by 2026</li> </ul>	<ul style="list-style-type: none"> <li>Feedback/Evaluation Forms</li> <li>QMS Certificate</li> </ul>
1.5 Establish a Sustainable Funding Mechanism	1.5.1 Implement the Regional Sustainable Financing Mechanism	Equitable financing among the Partner States	At least 90% remittance of Partner States' contributions in the Financial Year	Budget Performance Report
	1.5.2 Establish other financing alternatives for the Agency	Financial Stability of the Agency	<ul style="list-style-type: none"> <li>100% funding of the Agency Budget by 2029</li> <li>At least 5% reduction of Partner States' contributions by 2029</li> </ul>	Budget Performance Report

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
	1.5.3 Increase access to Development Funding	Increased Financial Stability	At least 10% of Agency Annual Budget covered by development partners	Funding Agreements signed
1.6 Complete Regional Organizations/Regional Accident and Incident Investigation Organizations Assessment Programme (RRAP)	1.6.1 Undergo RRAP Assessment in areas of GEN, AIR, AGA, ANS, OPS and PEL/AVMED	Increased trust and confidence in the Agency's capacity to support Partner States	At least 75% Effective Implementation of relevant ICAO SARPs	Assessment Report
	1.6.2 Develop and implement Corrective Action (CAPs) to closed Gaps identified during RRAP Assessment	90% Gaps addressed		Implementation Status Report
1.7 Establish and Implement Secondment Program	1.7.1 Develop and implement Secondment Policy	Increased Technical Capacity of the Agency to support PS CAAs and enhance capacity of CAA Experts	At least 2 PS Experts seconded annually	Approved Secondment Policy and implemented

<b>Strategic Initiative</b>	<b>Activity</b>	<b>Outcome</b>	<b>Key Performance Indicators (KPIs)</b>	<b>Means of Verification</b>
1.8 Infrastructure Development at CASSOA HQ	1.8.1 Effective Facilitation of Agency Activities	Motor Vehicle in proper condition and other institutional assets	At least one vehicle replaced Maintain Agency's assets in good condition	Availability of good condition motor vehicle Board of Survey Report Asset Register
	1.8.2 Construct Offices and Meeting Rooms	Adequate Office Space, Conference Rooms, Furniture and Assets in place	Adequate Working Environment	Offices and Meeting Rooms constructed
	1.8.3 Creation of an Archive (both Digital and Physical)	Robust Institution Memory	Digital/Physical Archive established by 2028	Retrievable Records
<b>Strategic Objective 2: To Support the Establishment and Implementation of Safe, Secure and Environmentally Sustainable Aviation Oversight Systems</b>				
2.1 Compliance with ICAO SARPs	2.1.1 Convene WGs to Enhance Compliance with ICAO SARPs within the Partner States	Harmonised Regulations and TGMs in the Region	At least five States promulgate EAC Model Regulations and TGMs	Working Group Reports

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
	2.1.2 Establish and Promote Safety and Security Culture within the Region	Improved Compliance with ICAO SARPs	<ul style="list-style-type: none"> <li>Data Sharing Policy implemented by PS CAAs by 2026</li> <li>Regional Data Protection Law enacted by 2028</li> </ul>	<p>Approved Data Sharing Policy/Signed MoU by PS CAAs</p> <p>Gazetted Regional Data Protection Law</p>
	2.1.3 Establish and Promote Safety and Security Culture within the Region	Improved Compliance with ICAO SARPs	<ul style="list-style-type: none"> <li>Data Sharing Policy implemented by PS CAAs by 2026</li> <li>Regional Data Protection Law enacted by 2028</li> </ul>	<ul style="list-style-type: none"> <li>Approved Data Sharing Policy/Signed MoU by PS CAAs</li> <li>Gazetted Regional Data Protection Law</li> </ul>
2.2 Risk-Based Oversight Framework	2.2.1 Support PS to achieve above 85% (global target for 2028) EI of Safety Oversight System	Enhanced Aviation Safety Oversight Systems in PS	At least 85% average EI of Safety-related ICAO SARPs in the Region by 2028	ICAO USOAP CMA Audit results
	2.2.2 Support PS to achieve above 75% (global target 2030) EI of Security Oversight System	Enhanced Aviation Security and Facilitation Oversight systems in PS	At least 75% average EI of SECFAL ICAO SARPs in the Region by 2030	ICAO USOAP CMA Audit results

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
2.3 Operationalize the Centre for Aviation Medicine	2.3.1 Undertake Research Projects on pertinent regional Aviation Medicine gaps and develop Novel Projects addressing Findings	Enhanced Aviation Medicine Safety Protocols	At least one Research/Novel Project conducted annually  At least two regional policies developed	Research Studies Reports
	2.3.2 Undertake Aviation Medicine Capacity Building Programmes (Basic, Advanced, Refresher, Risk-based CAPSCA and CMEs) among regional stakeholders	Enhanced Knowledge and Skills in Civil Aviation Medicine	At least two Training/Workshops for Medical Experts conducted in each FY  At least 24 Experts Trained Annually	Participant Attendance List
	2.3.3 Establish and Maintain Library for Electronic and Physical Aviation Medicine	Improved access to Aviation Medicine Reference Materials for Medical Experts in the Region	At least 24 Medical Experts from PS accessing the Library per year	Annual Usage Report

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
2.4 Elevate CASSOA to RSOO Level II	2.4.1 Conduct a Comprehensive Gap Analysis Study and Develop a Road Map for Elevation of CASSOA to RSOO Level II	Enhanced Safety and Security oversight in the Region through delegated oversight responsibilities to the Agency	At least One State is supported by the Agency to undertake oversight activities on behalf of the PS by 2029	Roadmap/Study Report
	2.4.2 Implement Road map for elevating CASSOA to level – II	Level II RSOO Recognition		Signed MoU/Technical Mission Report
	2.4.3 Undertake the necessary Amendments to CASSOA Legal Framework to align with the requirements for a Level II RSOO	Delegated Oversight Responsibilities to the Agency by PS	Legal Framework amended by 2028	CASSOA Act/Protocol Gazetted
<b>Strategic Objective 3: To Promote the Implementation of Emerging Technologies to Support Aviation Safety and Security in the Region</b>				

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
3.1 Keep Abreast with Technological Changes/Advancements	3.1.1 Implement a Technology Adoption Strategy	Enhanced Capacity of the Agency to Adopt to Emerging Technologies	<ul style="list-style-type: none"> <li>Updated Policies and Procedures annually</li> <li>At least 3 Trainings Attended Annually</li> <li>At least two new technologies integrated into operations by 2029</li> </ul>	Report on New Technologies adapted  Training Reports /Certificates
3.2 Support PS in Establishing and Implementing Aviation Cyber Security Functions	3.2.1 Coordinate Workshops Annually on Emerging Cyber Security Issues	Enhanced Cyber Security Knowledge and Culture in the Region	At least 16 Cyber Security Experts Trained Annually	Engagement Reports
	3.2.2 Develop an EAC Model Aviation Cyber Security Policy for adoption by PS	Harmonised Aviation Cyber Security Policy in the Region	Approved EAC Model Aviation Cyber Security Policy	Board Minutes
3.3 Enhance the Use of ICT to Support the Establishment and Implementation of a Safe, Secure and Environmentally	3.3.1 Facilitate Refresher Training on Maintenance of the EAC Examination System for PS Experts	Improved System Performance	At least 16 Experts Trained	Training Reports /Certificates

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
Sustainable Aviation Oversight Systems	3.3.2 Automate Aviation Personnel Licensing Processes and Inspectors Training Systems	Increased Efficiency in Aviation Personnel Licensing and Inspectors' Training System	Automated PEL and Inspectors' Training Systems in at least 5 PS CAA by 2027	Mission Reports/Annual Reports
	3.3.3 Operationalise ECCAIRS-II in all PS to Enhance Incident and Accident Reporting System in the Region	Efficient Aircraft Accident/Incident Reporting, Analysis and Management in the Region	ECCAIRS-II deployed in all PS by 2026	Quarterly Accident/Incident Reports
	3.3.4 Redesign and implement CASSOA IT infrastructure	Increased Reliability, Security and integrated IT Systems	At least 99% availability of the IT System	Quarterly IT System Performance Reports
<b>Strategic Objective 4: To Strengthen and Maintain Partnerships and Collaboration with Key Aviation Organizations and Other Stakeholders</b>				

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
4.1 Enhance Collaboration and Cooperation with Stakeholders in Aviation Safety and Security	4.1.1 Participate in Regional and international Workshops/Seminars on Emerging Issues in Aviation	Keep abreast with emerging issues in Aviation Safety and Security  Increased Agency Visibility and Influence in the Aviation Community	Enhanced Aviation Safety and Security	Meeting Reports
4.2 Maintain and Strengthen Existing Partnerships/Agreements	4.2.2 Operationalize Agreements with BAGASOO, SASO, AAMAC and BAGALIA  4.2.3 Establish new partnerships	Strengthened Culture of collaboration and mutual support among RSOOs to enhance Aviation Safety and Security in the Region  Strengthened Professional relationship with industry stakeholders	At least 3 joint initiatives undertaken under existing Agreements by 2028  At least 1 partnership established by 2028	Project Implementation Reports  Number of Partnership Agreements

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
4.3 Promote Collaborative Projects and Initiatives	4.3.1 Develop Project Proposals for possible collaboration aimed at improving Safety and Security in line with ICAO global/regional priorities and initiatives.	Improved Aviation Safety and Security oversight in line with ICAO SARPS	At least one Project Proposal developed Annually	Project Implementation Report
<b>Strategic Objective 5: To Improve and Develop Human Capacity</b>				
5.1 Maintain Qualified and Competent Agency/PS Personnel	5.1.1 Develop and Implement Training Programme for Agency Personnel	Strengthened Aviation Personnel Competency in the Region	At least 100% of Staff Trained Annually	Training Programme Implementation Report

Strategic Initiative	Activity	Outcome	Key Performance Indicators (KPIs)	Means of Verification
	5.1.2 Review and Update Staff Remuneration to Attract And Retain Qualified, Competent Staff	Competent and Motivated Staff Retained	Retention Strategies Implemented by 2026	Remuneration Study Report Quarterly HR Reports Approved Revised Staff Benefit Scheme
5.2 Facilitate the Development of a Competent Aviation Work Force in the Region	5.2.1 Establish Partnerships with ATOs in the Region	Strengthened Aviation Personnel Competency in the Region	At least two Partnerships with ATOs established 2028	Signed MoUs/MoCs
	5.2.2 Conduct Training Needs Assessment in the Region		At least three priority Skills Gaps addressed by 2028	Trainings Needs Assessment Report
	5.2.3 Coordinate Regional Training/Workshops to Enhance Personnel Competencies in PS		At least 4 Training/Workshops Conducted Annually	Training Reports

## **6.4 Monitoring and Evaluation Framework**

The M&E function within the Agency will be an indispensable tool to ensure monitoring the implementation of the Strategic Plan and related organizations functions. The frameworks existing at Partner States level will aid in providing supplementary and often useful inputs towards the Agency's Monitoring and Evaluation framework. Though, to some extent, Reports from the Partner States CAAs may not be tailored to the Objectives developed under the Agency's Strategic Plan, they nonetheless do serve an important information role. The performance of the Agency will be monitored as follows:

### **6.4.1 Annual Reviews**

Five-Year Plans are implemented using specific One-Year Plans. Though data collection on sector performance will be a continuous process, collation and analysis will be done annually during the last Quarter of the year and should form part of the annual Business Plan review. During the Review the Performance in terms of Outputs for activities are compared against the Targeted activities and Variances recorded and Outstanding activities, if relevant, implemented in the subsequent year.

### **6.4.2 Mid Term Reviews**

The Strategic Plan should be a living document and in order to maintain a responsive Monitoring and Evaluation framework there will be review of the entire Strategic Plan during the Third Year of implementation. Sources of primary data will be same as in the Annual Review but with a deeper and more elaborate stakeholder interface and consultations.

### **6.4.3 Evaluation Process**

During the Evaluation Process, questions will be developed to determine whether the Strategic Objectives have been achieved or otherwise. The Agency will conduct an outcome-based Evaluation Process to assess whether the stated outcomes or outputs have been achieved and to what progress against the target. In addition, the Evaluation will delve into underscoring contributory factors for achieving or not achieving intended outcomes. These outcomes will be evaluated against Efficiency; Effectiveness; Impact; Relevance and Sustainability. Evaluation process is therefore very important in establishing the status of achievements of the set Objectives and Activities.

**ANNEX 1: STRATEGIC PLAN IMPLEMENTATION MATRIX**

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
<b>Strategic Objective 1: To Enhance Corporate Governance, Operational Efficiency and Visibility of the Agency</b>											
1.1 Enhanced Corporate Governance of the Agency	1.1.1 Facilitate Governance Annual Programs to Increase Effectiveness and Efficiency of the Agency	Increased Effectiveness and Efficiency in the Governance of the Agency	<ul style="list-style-type: none"> <li>100% of planned Board Meetings conducted</li> <li>At least 80% of Board Resolutions implemented</li> <li>100% adherence to approved Budget</li> </ul>	Board Minutes	x	x	x	x	x	ED/ Legal	1,568,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
	1.1.2 Update CASSOA Protocol and Act	<ul style="list-style-type: none"> <li>Enhance Capacity &amp; Efficiency of the Board</li> <li>Support industry Growth</li> </ul>	At least 85% of Board Membership nominated	Promulgated CASSOA Protocol and Act	X	X	X	X	X	Legal	100,000
	1.1.3 Update and Implement Risk Management Framework	<ul style="list-style-type: none"> <li>Enhanced Risk Mitigation and Controls</li> </ul>	<ul style="list-style-type: none"> <li>High Risks Reduced to Moderate within 12 Months</li> <li>Moderate Risks Reduced to Low within 24 Months</li> </ul>	Updated Risk Register	X	X	X	X	X	ED/IA	37,500

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
1.2 Corporate Governance Framework Enhancement	1.2.1 Review and Update Governance Policies and Procedures to Align with International Standards	<ul style="list-style-type: none"> <li>Increased transparency and accountability</li> <li>Stakeholders' confidence and trust</li> </ul>	<ul style="list-style-type: none"> <li>Annual Reports publications</li> <li>Financial Statements</li> <li>At least 85% of existing Policies and Procedures Updated by 2029 as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Published Reports</li> <li>External Audit Reports</li> <li>All least 85% of the existing Policies and Procedures updated by 2029 as necessary</li> </ul>	X	X	X	X	X	ED/ Legal	32,000
1.3 Branding and Visibility Enhancement	1.3.1 Implement a Visibility Policy and Strategy	Increased Stakeholders Awareness of Agency activities	<ul style="list-style-type: none"> <li>At least 80% of Agency Technical activities posted on the Agency website and social media platforms</li> <li>At least 60% increase of visitors/page</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Website Traffic Reports</li> <li>Number of social media platform followers</li> <li>Approved Visibility Policy and Strategy</li> </ul>	X	X	X	X	x	ED Office	125,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
1.4 Operational Process Optimization	1.4.1 Digitize Agency Business Processes	Streamlined Workflows and Increased Operational Efficiency	At least 50% Increase of Administrative Processes Automation	Number of Automated Administrative Processes	X	X	X	X	X	IT	374,625
	1.4.2 Implement Agency Quality Management System (QMS)	Enhanced Quality of Services	At 80% Satisfaction Scores from PS •QMS Certification by 2026	Feedback/ Evaluation Forms •QMS Certificate	X	X	X	X	X	ED	100,000
			<p>Annual reviews on the Agency website</p> <ul style="list-style-type: none"> <li>At least 60% increase of followers on social media platforms</li> </ul>								

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
1.5 Increase Access to Development Funding	1.5.1 Implement the Regional Sustainable Financing Mechanism	Equitable Financing among the Partner States	At least 90% Remittance of PS Contributions in the FY	Budget Performance Report	X	X	X	X	X	ED	20,000
	1.5.2 Establish Other Financing Alternatives for the Agency	Financial Stability of the Agency	<ul style="list-style-type: none"> <li>100% Funding of the Agency Budget by 2029</li> <li>At least 5% Reduction of PS Contributions by 2029</li> </ul>	Budget Performance Report	X	X	X	X	X	ED	30,000
	1.5.3 Increase Access to Development Funding	Increased Financial Stability	At least 10% of Agency Budget covered by development partners by 2029	Funding Agreements signed	X	X	X	X	X	ED	50,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)	
					1	2	3	4	5			
1.6 Complete Regional Organizations/ Regional Accident and Incident Investigation Organizations Assessment Programme (RRAP)	1.6.1 Undergo RRAP Assessment in Areas of GEN, AIR, AGA, ANS, OPS and PEL/AVMED	Increased Trust and Confidence in the Agency's Capacity to Support PS	At least 75% Effective Implementation of relevant ICAO SARPs	Assessment Report	X	X					DT	150,000
	1.6.2 Develop and Implement Corrective Action (CAPs) to Closed Gaps Identified during RRAP Assessment	Improved Organizational Performance	90% Gaps Addressed	Implementation Status Report	X	X	X	X	X		DT	250,000
1.7 Establish and Implement Secondment Program	1.7.1 Develop and Implement	Increased Technical Capacity of the Agency	At least 2 PS Experts Seconded Annually	Approved Secondment Policy and Implemented	X	X	X	X	X		HR	503,499

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
	Secondment Policy	to Support PS CAAs and Enhance Capacity of CAA Experts									
1.8 Infrastructure Development at CASSOA HQ	1.8.1 Effective Facilitation of Agency Activities	Motor Vehicle in good condition and other Institutional Assets	At least one car replaced Maintained Agency's Assets in good condition	Availability of motor vehicle in good condition Board Of Survey Report Asset Register			X			PHRA O	65,000
	1.8.2 Construct Offices and Meeting Rooms	Adequate Office Space, Conference Rooms, Furniture and Assets in Place	Adequate Working Environment	Offices and Meeting Rooms Constructed	X	X	X	X	X	PHRA O	1,104,272
	1.8.3 Creation of an Archive (Both Digital and Physical)	Robust Institution Memory	Digital/Physical Archive established by 2028	Retrievable Records	X	X	X	X	X	OMA	250,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
<b>Strategic Objective 2: To Support the Establishment and Implementation of Safe, Secure and Environmentally Sustainable Aviation Oversight Systems</b>											
2.1 Compliance with ICAO SARPs	2.1.1 Convene WGs to Enhance Compliance with ICAO SARPs within the Partner States	Harmonised Regulations and TGMs in the Region	At least five States promulgate EAC Model Regulations and TGMs	Working Group Reports	X	X	X	X	X	DT	8,23,500
	2.1.3 Establish and Promote Safety and Security Culture within the Region	Improved Compliance with ICAO SARPs	<ul style="list-style-type: none"> <li>Data Sharing Policy Implemented by PS CAAs by 2026</li> <li>Regional Data Protection Law Enacted by 2028</li> </ul>	<ul style="list-style-type: none"> <li>Approved Data Sharing Policy/Signed MoU by PS CAAs</li> <li>Gazetted Regional Data Protection Law</li> </ul>	X	X	X	X	X	DT	931,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
2.2 Risk-Based Oversight Framework	2.2.1 Support PS to achieve above 85% (global target for 2028) EI of Safety Oversight System	Enhanced Aviation Safety Oversight Systems in PS	<ul style="list-style-type: none"> <li>At least 85% average EI of Safety-related ICAO SARPs in the Region by 2028</li> <li>At least 4 Technical Missions Annually</li> </ul>	ICAO USOAP CMA Audit Results	X	X	X	X	X	DT, AGA, ANS, PEL, OPS, AIR, CAM, IT	1,076,000
	2.2.2 Support PS to achieve above 75% (global target 2030) EI of Security Oversight System	Enhanced Aviation Security and Facilitation Oversight Systems in PS	<ul style="list-style-type: none"> <li>At least 75% average EI of SECFAL ICAO SARPs in the Region by 2030</li> <li>At least 4 Technical</li> </ul>	ICAO USAP CMA Audit Results	X	X	X	X	X	PASO	84,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
			Missions Annually								
2.3 Operationalize the Centre for Aviation Medicine	2.3.1 Undertake Research Projects on Pertinent Regional Aviation Medicine Gaps and Develop Novel Projects Addressing Findings	Enhanced Aviation Medicine Safety Protocols	At least one Research /Novel Project Conducted Annually  At least two Regional Policies Developed	Research Studies Reports	X	X	X	X	X	CAM	1,000,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
	2.4.2 Undertake Aviation Medicine Capacity Building Programmes (Basic, Advanced, Refresher, Risk Based CAPSCA and CMEs) among Regional Stakeholders	Enhanced Knowledge and Skills in Civil Aviation Medicine	At least two Training /Workshops of Medical Experts Conducted in each FY  At least 24 Experts Trained Annually	Participant Attendance List	X	X	X	X	X	CAM	138,000
	2.3.3 Establish and Maintain Library for Electronic and Physical Aviation Medicine	Improved Access to Aviation Medicine Reference Materials for Medical Experts in the Region	At least 24 Medical Experts from PS accessing the Library per year	Annual Usage Report	X	X	X	X	X	CAM	84,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
2.4 Elevate CASSOA to RSOO-Level-II	2.4.1 Conduct a Comprehensive Gap Analysis Study and Develop a Road Map for Elevation of CASSOA to RSOO Level-II	Enhanced Safety and Security Oversight Capacity in the Region Through Delegated Oversight Responsibilities to the Agency Level II RSOO Recognition	At least One PS State is supported by the Agency to Undertake Some Oversight Activities on Behalf of the PS by 2029	Roadmap/Study Report	X	X	X	X	X	ED	300,000
	2.4.2 Implement Road Map for Elevating CASSOA to Level – II				X	X	X	X	X	ED	30,000
	2.4.3 Undertake the Necessary Amendments to CASSOA Legal Framework to Align with the	Delegated Oversight Responsibilities to the Agency by PS are defined	Legal Framework Amended by 2028	CASSOA Act/Protocol Gazetted						Legal	40,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
	Requirements for a Level II RSOO.										
<b>Strategic Objective 3: To Promote the Implementation of Emerging Technologies to Support Aviation Safety and Security in the Region</b>											
3.1 Keep Abreast With Technological Changes /Advancement	3.1.1 Implement a Technology Adoption Strategy	Enhanced Capacity of the Agency to Adopt to Emerging Technologies	<ul style="list-style-type: none"> <li>Update Policies and Procedures Annually</li> <li>At least 3 Training Attended Annually</li> <li>At least two New Technologies Integrated Into Operations by 2029</li> </ul>	<ul style="list-style-type: none"> <li>Report on New Technologies Adopted</li> <li>Training Reports /Certificates</li> </ul>	X	X	X	X	X	IT	250,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
3.2 Support PS In Establishing and Implementing Aviation Cyber Security Functions	3.2.1 Coordinate Workshops Annually On Emerging Cyber Security Issues	Enhanced Cyber Security Knowledge and Culture in the Region	At least 16 Cyber Security Experts Trained Annually	Engagement Report	X	X	X	X	X	IT	53,000
	3.2.2 Develop an EAC Model Aviation Cyber Security Policy for adoption by PS	Harmonised Aviation Cyber Security Policy in the Region	Approved EAC Model Aviation Cyber Security Policy	Board Minutes	X	X	X	X	X	IT	60,250
3.3 Enhance the use of ICT to Support the Establishment and Implementation of a Safe, Secure and Environmentally Sustainable Aviation	3.3.1 Facilitate Refresher Training on Maintenance of the EAC Examination System for PS Experts	Improved System Performance	At least 16 Experts Trained	Training Reports /Certificates	X	X	X	X	X	IT	53,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
Oversight Systems											
	3.3.2 Automate Aviation Personnel Licensing Processes and Inspectors Training Systems	Increased Efficiency in Aviation Personnel Licensing and Inspectors' Training System	Automated PEL and Inspectors' Training Systems in at least 5 PS CAA by 2027	Mission Reports/Annual Reports	X	X	X	X	X	PEL	50,000
	3.3.3 Operationalise ECCAIRS-II in all PS to Enhance Incident and Accident Reporting	Efficient Aircraft Accident /Incident Reporting, Analysis and Management in the Region	ECCAIRS-II deployed in all PS by 2026	Quarterly Accident/ Incident Reports	X	X	X	X	X	IT	20,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
	System in the Region										
	3.3.4 Redesign and Implement CASSOA IT Infrastructure	Increased Reliability, Security and Integrated IT Systems	At least 99% availability of the IT System	Quarterly System Performance Reports	x	x	x			IT	102,000
<b>Strategic Objective 4: To Strengthen and Maintain Partnerships and Collaboration with Key Aviation Organisations and Other Stakeholders</b>											
4.1 Enhance Collaboration and Cooperation with Stakeholders in Aviation Safety and Security	4.1.1 Participate in Regional and international Workshops /Seminars on Emerging Issues in Aviation	Keep Abreast with Emerging Issues in Aviation Safety and Security Increased Agency Visibility and	Enhanced Aviation Safety and Security	Meeting Reports	x	x	x	x	x	ED	250,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
		Influence in the Aviation Community									
4.2 Maintain and Strengthen Existing Partnerships/Agreements	4.2.2 Operationalize Agreements with BAGASOO, SASO, AAMAC and BAGAIA	Strengthened Culture of Collaboration and Mutual Support among RSOOs to Enhance Aviation Safety and Security in the Region	At least 3 Joint Initiatives Undertaken Under Existing Agreements by 2028	Project Implementation Reports	x	x	x	x	x	ED	30,000
	4.2.3 Establish New Partnerships	Strengthened Professional Relationship	At least 1 Partnership Established by 2028	Number of Partnership Agreements	x	x	x	x	x	ED	300,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
		with Industry Stakeholders									
4.3 Promote Collaborative Projects and Initiatives	4.3.1 Develop Project Proposals for Possible Collaboration Aimed at Improving Safety and Security In Line with ICAO global/regional priorities and initiatives	Improved Aviation Safety and Security Oversight in line with ICAO SARPS	At least one Project Document Developed Annually	Project Implementation Report	x	x	x	x	x	ED	0

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)
					1	2	3	4	5		
<b>Strategic Objective 5: To Improve and Maintain Human Capacity</b>											
5.1 Maintain Qualified and Competent Agency Personnel	5.1.1 Develop and Implement Training Programme for Agency Personnel	Strengthened Aviation Personnel Competency in the Region	At least 100% of Staff Trained Annually	Training Programme Implementation Report	X	X	X	X	X	PHRO	500,000
					X	X	X	X	X	PHRO	11,109,357
5.2 Facilitate the Development of a Competent Aviation Work Force in the	5.1.2 Review and Update Staff Remuneration to Attract and Retain Qualified, Competent Staff	Competent and Motivated Staff Retained	Retention Strategies Implemented	Remuneration Study Report Quarterly HR Reports Approved Revised Staff Benefit Scheme	X	X	X	X	X	PHRO	150,000
					X	X	X	X	X	PHRO	150,000
5.2 Facilitate the Development of a Competent Aviation Work Force in the	5.2.1 Establish Partnerships with ATOs in the Region	Strengthened Aviation Personnel Competency	At least two Partnerships with ATOs Established 2028	Signed MoUs/MoCs	X	X	X	X	X	DT	150,000
					X	X	X	X	X	DT	150,000

Strategic Initiative	Target	Outcome	Key Performance Indicators (KPIs)	Means Of Verification	Target Year					Responsible Office	Budget (USD)	
					1	2	3	4	5			
Region		y in the Region										
	5.2.2 Conduct Training Needs Assessment in the Region	Strengthened Aviation Personnel Competency in the Region	At least three priority Skills Gaps addressed by 2028	Trainings Needs Assessment Report	x	x	x	x	x	PHAO /DT	20,000	
	5.2.3 Coordinate Regional Training to Enhance Personnel Competencies in PS	Strengthened Aviation Personnel Competency in the Region	At least 4 Training/Workshops Conducted Annually	Training Reports	x	x	x	x	x	DT	850,000	
											22,468,671	