

EAST AFRICAN COMMUNITY
CIVIL AVIATION SAFETY AND SECURITY OVERSIGHT AGENCY



**DRAFT 3RD CASSOA STRATEGIC PLAN
(2020/2021 – 2024/2025)**

(FINAL DRAFT)

**EAC CASSOA
FEBRUARY 2020**

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Appendix - Implementation Matrix

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	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
EAC	East African Community
EASA	European Aviation Safety Agency
ECCAIRS	European Coordinated Centre for Accident and Incident Reporting System
EI	Effective Implementation
ESAF	East and Southern Africa Office (ICAO)

FAA	Federal Aviation Administration (of USA)
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
RSOO	Regional Safety Oversight Organizations
RSOO - CP	Regional Safety Oversight Organizations – Cooperative Platform
SARPs	ICAO Standards and Recommended Practices
SMART	Specific, Measurable, Achievable, Realistic and Time bound
SME	Subject Matter Expert
SMS	Safety Management System
SOFIA	Safety Oversight Facilitated Integrated Application
SSCAA	South Sudan Civil Aviation Authority
SSP	State Safety Programme
SWOC	Strengths, Weaknesses, Opportunities and Threats
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 Board of Directors, I am pleased to present the third CASSOA Strategic Plan for the period 2020/21-2024/25. This plan will address the following broad goals:

- (i) Maintaining and enhancing a fair, effective and efficient regional aviation safety & security system;
- (ii) Collaborative engagement with the wider aviation community to promote and support a positive safety culture, and
- (iii) Continuous improvement of organizational performance.

I'm more than honoured by the support we have received from all our Partner States, our International Partners and the Staff of the Agency. This Plan emphasizes our ongoing commitment to the public, to the wider aviation community and to the Governments of the EAC Partner States. CASSOA has embarked on an organizational renewal process which is driving changes in culture and performance over the next foreseeable future.

The Sustainable funding mechanism of the Agency has not been implemented for way too long. It is imperative that during this planning period, the Board finally implements the funding mechanism.

In addition, this Strategic Plan outlines how we intend to maintain our high level of output in the coming five years while concurrently driving further operational efficiencies and innovation. It outlines how CASSOA will meet and deliver on the obligations and accountabilities expected by Article 92 of the EAC Treaty. It also includes the emerging challenges, risks and external pressures the Agency faces in the coming years including proposing options to establish a sustainable long-term funding model.

CASSOA's revised organizational structure is aimed at ensuring that CASSOA has adequate capacity to implement its mandate during the next plan period. It is designed to streamline processes, reduce duplication and improve the experience of working for and with CASSOA.

This plan lays out the building blocks for the Agency's future, but remains mindful of the external variables and challenges facing the Agency. It identifies the challenges and risks that we face, however, I am confident that we have the skills and workforce to deliver effectively on the mandate of the Agency. I look forward to working with everyone in the wider aviation community to help create an environment that enhances and supports a dynamic aviation industry.

Capt. Gilbert M. Kibe
Chairperson, CASSOA Board

MESSAGE FROM THE EXECUTIVE DIRECTOR (ED)

As the Regional Safety Oversight Organization for the East African Community, CASSOA is committed to providing service to the entire Community and building partnerships for safety and security in the aviation industry.

This 2020/21 – 2024/25 Strategic Plan outlines the key priorities for the Agency for the plan period and provides a detailed outline of the activities to be implemented. We recognize the broad range of variables, which will impact, the Agency's operating environment over the coming years. This plan envisions the new strategic direction of the Agency in line with GASOS objectives in the long term. The GASOS objectives are expected to be implemented beyond the plan period. The Plan will however, continue on the implementation of the Revised Abuja Safety Targets, the ICAO GASP, GANP, AFI Plan and GASeP.

Stakeholder engagement conducted in early 2018 confirmed the need for all of us to put some additional work into the way we engage with the industry. An area of priority for the Agency is improving our stakeholder engagement over the period of this plan and is reflected in a range of initiatives and performance measures.

We shall be implementing a comprehensive programme of change, with renewed focus on stakeholder engagement, improving governance structures, strengthening decision making and improving the delivery of services. In addition, special emphasis shall be placed on working in teams and eliminating 'silo' approach to our operations. In renewing itself, the Agency will focus on building a new and stronger internal corporate culture to support consultation, communication and collaboration with the aviation community at large. Achieving change does not happen in isolation and I recognize the role we all have to play in ensuring our relationships are respectful and based on a shared commitment to ensuring the Community's enviable Effective Implementation score is maintained and increased in all Partner States.

A newly introduced Agency wide performance-measurement tool will be an area of particular focus in this new period and will be a key pillar in my drive for continuous improvement across the organization. In addition to putting more work into the refinement of key performance indicators, CASSOA with the assistance of the CAA's will also establish an external performance validation panel to give credibility and oversight over our performance to better our operations. This panel will provide assessment as to whether or not we have met our performance targets as outlined in the Strategic plan.

I look forward to working with CASSOA staff and the CAAs to make a positive impact on the industry and to reinforce the Agency's purpose as an RSOO.

Emile N. Arao
Executive Director, CASSOA

EXECUTIVE SUMMARY

This 2020/21 – 2024/25 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 EAC, the Agency's work is aligned to the EAC regional development strategies.

CASSOA operates in a dynamic aviation industry with high risk profile where non-compliance with ICAO SARPs may compromise global aviation safety and security. As the situational analysis shows, the dynamic aviation safety and security environment and advances in technology dictate the need for a proactive approach in Civil Aviation Safety and Security Oversight Systems. Taking cognisance of the evolution of the Global Aviation Safety Oversight System (GASOS), the Agency is focusing on embracing the benefits associated with the new initiative. It is envisaged that Partner States will be supported by the Agency to fulfil their Safety and Security Oversight obligations as established in the Chicago Convention and its Annexes.

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 Agency intends to implement this 3rd Strategic Plan to successfully fulfil its mandate to the Partner States and contribute positively towards global aviation safety and security using a team of dedicated and highly qualified staff. In order to measure the extent of achievement of the strategic objectives, the Agency has put in place monitoring and evaluation mechanism commensurate with the expected goals.

CHAPTER ONE

1. INTRODUCTION

1.1. Background

The EAC CASSOA is a Regional Safety and Security Oversight Organization (RSOO) established as an Institution of the East African Community headed by an Executive Director appointed by the EAC Council of Ministers. The Agency was established following the signing of the Protocol on the Establishment of the East African Community Civil Aviation Safety and Security Oversight Agency on the 18th 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. The CASSOA Board consists of a Chairperson, the respective Directors General of the CAAs and one Aviation Expert from each Partner State. The Board reports directly to the EAC Council of Ministers through the Sectoral Council for Transport, Communication and Meteorology (TCM).

1.2. Objectives

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

- (i) Promote the safe, secure and efficient use and development of civil aviation within and outside the Partner States;
- (ii) Assist the Partner States in meeting their safety and security oversight obligations and responsibilities under the Chicago Convention and its Annexes; and
- (iii) 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. Functions

The functions of the Agency are as provided under Article 5 of the Protocol for the establishment of the Agency as follows;

- (i) Strengthen the institutional framework with Partner States in aviation safety and security and assist in the development of harmonized regulatory regime of the Partner States;
- (ii) Co-ordinate civil aviation safety and security oversight activities amongst partner States;
- (iii) 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;
- (iv) Liaise with ICAO to ensure that the Partner States aviation safety and security oversight activities are in line with the ICAO objectives and plans;
- (v) Monitor and provide inputs to the formulation of ICAO SARPs;
- (vi) 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;
- (vii) To assist Partner States to meet or comply with ICAO SARPs, national standards and regulations in force;
- (viii) Plan and facilitate the sharing between Partner States of the technical experts and facilities in civil aviation;
- (ix) Provide advisory services and assistance as the partner States may require;
- (x) Mobilize and solicit technical and financial resources from external sources;
- (xi) 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
- (xii) 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

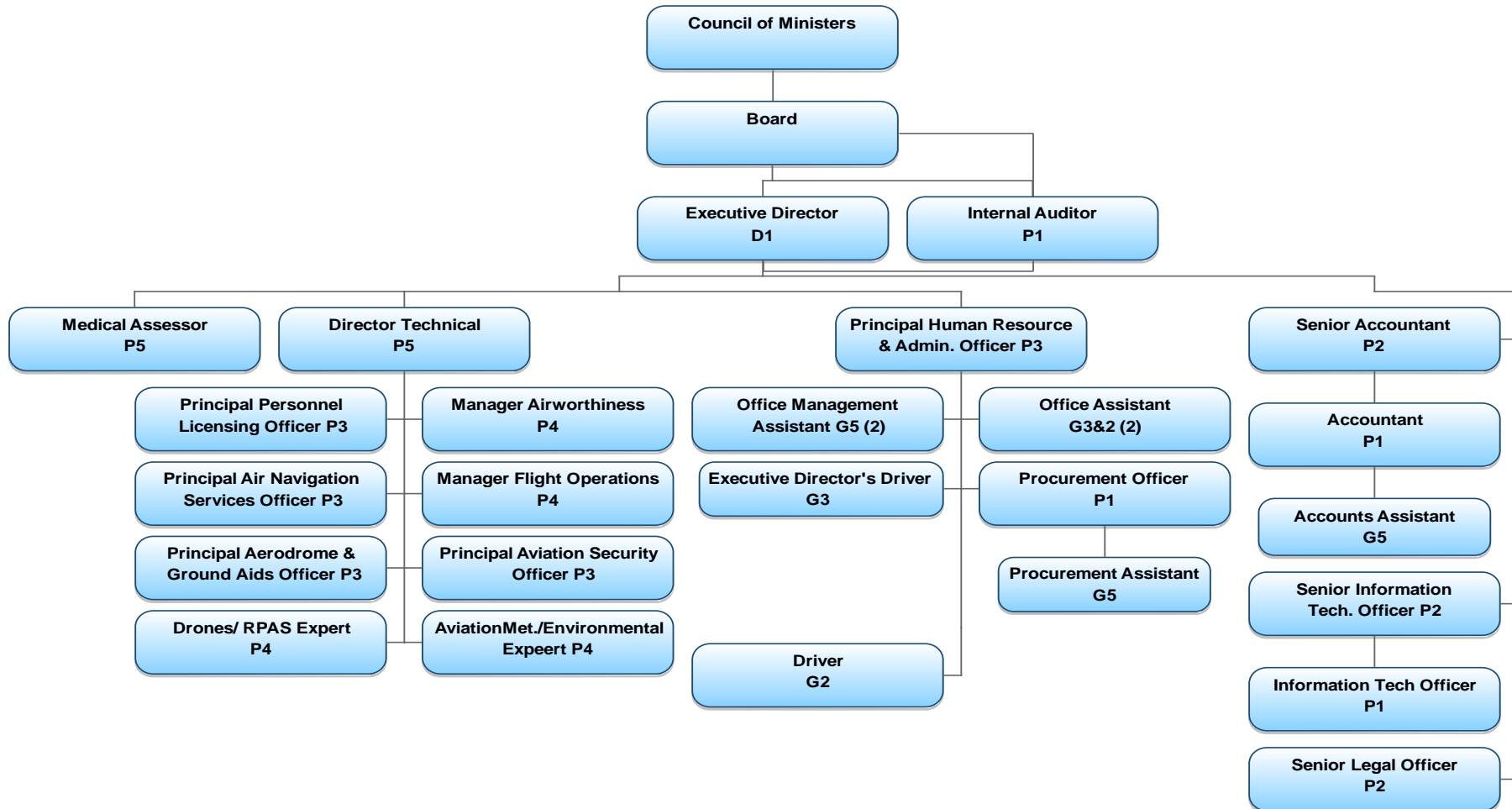
CASSOA is an institution of the EAC headed by an Executive Director appointed by the EAC Council of Ministers upon recommendation by the Board of CASSOA. The Executive Director reports to the Board of Directors

which consists of a Chairperson, the respective Directors General of the CAAs and one Aviation Expert from each Partner State. The Board reports directly to the EAC Council of Ministers through the Sectoral Council of Ministers for Transport, Communication and Meteorology (TCM). The heads of the key functional areas namely; Technical, Human Resource, Finance, Audit and Aviation Medicine report to the Executive Director. The proposed establishment has 27 positions whereby 20 were filled as at end of October 2019. It is expected that by the end of June 2020, the Agency would have filled 20 positions. All positions in the technical function are filled except in the areas of finance, procurement and human resource functions.

The Agency expects to operate during the Plan period using the approved structure which has 25 positions. The Agency has however, not done job analysis and job evaluation over the last five years and this may be required in order to align the tasks performed with appropriate skills and also to determine the value and the relative ranking of the jobs. As an institution of the EAC, the job grades are aligned to the East African Community job grades.

The approved structure of the Agency is shown on the next page:

1.4.1. CASSOA Organisational Structure



1.5. 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 space 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.

In addition, the CASSOA contribution towards the regional development goals is drawn from the 5th EAC Development Strategy 2016/17 -2020/21 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-centered and market-driven integration. The key priorities in civil aviation under the 5th EAC Development Strategy include:

- ❑ Develop and implement Regulations for the liberalization of Air Transport services in EAC;
- ❑ Develop and implement the Multilateral Agreement for handling Regional Aircraft Accidents and Incidents Investigations;
- ❑ Establish the EAC Upper Flight Information Region (Seamless operations Phase 2016 – 2021); and,
- ❑ 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.

1.6. Rationale for the Development of the Third Strategic Plan

This Strategic Plan establishes CASSOA strategic goals and objectives, and initiatives for the fiscal years 2020/21-2024/25. 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 5th EAC Development Strategy contributing towards enabling environment to facilitate movement of goods, services, capital and human capacity within the community.

The factors that necessitated the preparation of the 3rd Strategic Plan for the Agency are the following:

- (i) To provide the strategic direction to the Agency for the next five years.
- (ii) To establish synergies of the Agency's goals and priorities with the EAC Development Strategies, Africa and global aviation safety and security plans,
- (iii) To cope with the recent and emerging development in the civil aviation industry.
- (iv) To improve the performance of the Agency by developing and implementing appropriate strategies.

1.7. Approach and Methodology

The preparation of the third 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:

- (i) Consultative staff meetings to consolidate strategic direction.
- (ii) Assessment of both internal and external operating environment, and expectations of stakeholders.
- (iii) Consultation of key stakeholders to solicit their views and expectations;
- (iv) Board, Technical Committees, Working Groups and Management reviews.

CHAPTER TWO

2. Situational Analysis

Aviation is an industry of strategic importance to East Africa 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.

2.1. Review of the Implementation of the 2nd Strategic Plan

The 2nd Strategic Plan covered the period from 2015/16 to 2019/20 and it had the following three strategic objectives:

- (i) To enhance CASSOA's corporate image and strengthen its governance and finance structure;
- (ii) To promote an effective and sustainable Civil Aviation Safety Oversight System in the region;
- (iii) To promote an effective and sustainable Civil Aviation Security Oversight System in the region.

2.1.1. Achievements

The Agency largely implemented the 2nd Strategic Plan and made significant achievements under each of the strategic objectives as follows:

- (i) To enhance CASSOA's corporate image and strengthen its governance and finance structure**
 - (a) Participation in various aviation fora to enhance CASSOA's corporate image among them the Global Regional Safety Oversight Organisations Cooperative Platform and the ICAO Global Aviation Safety Oversight System Study Group.
 - (b) Hosting the 4th EAC Aviation Symposium in Nairobi,
 - (c) Hosting visits at the CASSOA head office for the ICAO Secretary General, various parliamentarians from East African Legislative Assembly, Kenya and Uganda.

- (d) Development of Risk Management Framework, Business Continuity and Disaster Recovery Plans.

(ii) To promote an effective and sustainable Civil Aviation Safety Oversight System in the region

- (a) Improved effective implementation with ICAO Standards and Recommended Practices in the EAC Partner States. The average Safety EI in the region went from 50.14% to 62.73%.
- (b) Implementation of SSP/SMS roadmap in the region went from 25% to 75%. Among the activities implemented were four trainings on SSP and SMS for participants from the Partner States.
- (c) Undertook capacity building of technical experts in the Partner States in the specific areas of ECCAIRS, Dangerous Goods (DG), Safety Assessment of Foreign Operators (SAFA), Surveillance and Resolution of Safety Concerns.
- (d) Development of model EAC Civil Aviation law.
- (e) Operationalisation for EAC Examination System for aviation personnel licensing.
- (f) Operationalisation of integrated reporting systems and shared safety data through development of safety oversight enhancement tools such as ECCAIRS and SOFIA.
- (g) Enhancement of capacity in Aviation Medicine in the Region through increase in number of qualified Assessors from 1 to 4 and examiners from 15 to 36.
- (h) Improved preparedness to Public Health Emergencies in Partner States' International Airports by establishing procedures for dealing with emergencies as well as capacity building in emergency response.

(iii) To promote an effective and sustainable Civil Aviation Security Oversight System in the Region

- (a) Improved Level of Effective Implementation of Aviation Security oversight with ICAO Standards and Recommended Practices in the EAC Partner States. The average Security EI in the region went from 50.29% at the beginning of the Plan period to 80.42% as at February 2020.

- (b) Undertook a project jointly funded by ICAO ESAF under AFI SECFAL Plan and CASSOA in the Republic of South Sudan that resulted in the development of a Civil Aviation Security Regulatory Framework.

2.1.2. Challenges

- (i) Inadequate number of staff in the critical functions delaying implementation of the activities provided for in the Strategic Plan.
- (ii) Delay in approval and operationalisation of the sustainable funding mechanism.
- (iii) Irregular participation by some Partner States in CASSOA activities.
- (iv) Slow pace of customisation by Partner States of the harmonised developed EAC Model civil aviation laws, regulations and technical guidance materials.

2.1.3. Lessons Learnt

The Agency has learnt the following lessons from the implementation of the 2015 -2020 Strategic Plan:

- (i) Enhanced consultation and involvement of Stakeholders is key in achieving the objectives of the Agency.
- (ii) Recruitment and retention of adequate staff is critical in facilitating effective implementation of the Strategic Plan.
- (iii) Management of change is necessary for the successful implementation of the Strategic Plan.
- (iv) There is need to adapt to the appropriate organization culture that will facilitate/guide the realisation of the Strategic Plan.
- (v) There is need to develop a Monitoring and Evaluation (M&E) procedure for the effective implementation of the Strategic Plan.
- (vi) Increased visibility of the Agency is crucial in attracting funding from Development Partners.

2.2. Industry Overview

2.2.1. Global Trends

Over the last five years global air traffic has continued to grow with scheduled passenger traffic rising from 3.5 billion passengers in 2015 to 4.3 billion passengers in 2018 according to ICAO. The number of aircraft departures also increased from 34 million to 37.8 million during the same period.

ICAO statistics show that low-cost carriers continue to expand and carried an estimated 1.3 billion passengers in 2018, which was approximately 31 per cent of the world total scheduled passengers. This reflects a 32.1 per cent growth compared to the number of passengers carried by low-cost carriers in 2015 which was estimated at 984 million.

It is estimated that scheduled passenger traffic will grow from 4.3 billion in 2018 to 10 billion by 2040 while the number of aircraft departures is expected to rise from 37.8 million in 2018 to 90 million in 2040. Freight traffic was 58.0 million tonnes during 2018.

Aircraft deliveries are expected to be 16,397 between 2018 - 2038 which translates to an average of 820 aircraft deliveries per annum or 4,100 deliveries during the Plan period.

In order to improve the safety and security of the operations in the expanding air transport market ICAO has initiated several measures. ICAO has developed a strategic approach that measures progress in the area of safety to ensure continuous safety improvement. The Global Aviation Safety Plan (GASP) specifically establishes targeted safety objectives and initiatives while ensuring efficient and effective coordination of complementary safety activities between all stakeholders. The GASP outlines the key safety enhancement initiatives (SEIs) for the triennium to achieve global safety.

The Global Air Navigation Plan (GANP) represents a rolling, 15-year strategic methodology that averages existing technologies and anticipates future developments based on State and industry agreed operational objectives. This structured approach provides a basis for sound investment strategies and will generate commitment from States, equipment manufacturers, operators and service providers.

Similarly, the Global Aviation Security Plan (GASeP) is an ambitious goal-based plan that commits ICAO, States and industry collectively to significantly

improve aviation security by 2030. This can only be achieved if the international aviation security community is fully aware of and committed to the Plan.

2.2.2. Continental Trends

Africa makes up 12 per cent of the world's population but only 2.1 per cent market share of the global aviation industry. Africa has therefore been identified as a growing aviation market and IATA forecasts a 5.9 percent year-on-year growth in African aviation over the next 20 years. During this period passenger numbers are expected to increase from 100 million to more than 300 million by 2026.

Africa's share of the global traffic market continues to grow albeit slowly. The global traffic in Revenue Passenger Kilometres (RPKs) was 8,258 billion during 2018 with Africa's market share being 2.1 per cent. Africa's traffic grew by 7.5 per cent in 2018 according to ICAO. Africa's International traffic measured in RPK grew by 4.8 per cent while domestic traffic in RPKs grew by 21.9 per cent in 2018. This shows that domestic markets are expanding faster than international traffic.

The launch of the Single African Air Transport Market (SAATM) under the Open Skies Agreement which was initially signed by 23 out of the 55 states is expected to lead to increased liberalisation in civil aviation in Africa. This will create the conducive growth for the expansion of aviation services to increase connectivity within and beyond Africa. It is expected that as traffic increases in Africa, load factors will also rise and create substantial benefits to airlines.

2.2.3. Region Trends

East Africa has a well-developed aviation market which provides an efficient air transport network that contributes to increase in tourism, mining and manufacturing. The provision of these services has an indirect benefit to the local community in terms of provision of labour, supply of raw materials among others. Aviation in the region also facilitates international trade and makes business travel easier and more efficient.

The impact of an effective oversight system, improved airport facilities, air navigation systems and affordable air transport through liberalisation of the industry is vital in enabling sustainable markets, hence contributing to poverty reduction.

Traffic in the East African region has grown over the last five years as evidenced by traffic data from five EAC Partner States. Passenger traffic increased from 15.8 million in 2014/15 to 20.2 million in 2018/19 while freight traffic increased from 356,266 tonnes to 466,913 tonnes during the same period. This reflects an increase of 27.8 per cent for passenger traffic and a 31.0 per cent increase for freight traffic. Aircraft movements increased from 570,437 to 618,708 during

the same period. During the Plan period passenger traffic is expected to increase and reach 25.4 million in 2024/25 while freight traffic will increase to 566,578 tonnes. Aircraft movements are expected to increase by 15.7 per cent to reach 715,914 in 2024/25 compared to 2018/19.

The growth in the industry has been supported by the growth and expansion in Airports, Air Navigation Systems, Aviation Training Organizations, Aircraft Maintenance Organisation and Air Operators.

The growth within the East African Region has placed an increased demand on the regulatory Authorities for adequate and effective safety and security oversight. The industry has also witnessed numerous technological advancements that have been necessitated by the desire to effectively provide efficient Air Transport operations. The technological innovations for the Remotely Piloted Aircraft Systems (RPAS) has 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.

Whereas these demands are real and growing by the day, there is continued lack of adequate oversight capacity in terms of trained and qualified personnel both regionally and at the global scene. The situation is worsened by increased demand for personnel 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, aviation agencies, operators and the airlines.

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 GASP, GANP and GASeP.

2.3. 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"> <input type="checkbox"/> Established and recognised Regional Safety and Security Oversight Organisation (RSOO) <input type="checkbox"/> Autonomous self-accounting institution of the EA Community <input type="checkbox"/> Existing model legal and regulatory frameworks for aviation safety and security oversight systems <input type="checkbox"/> Dedicated, skilled, experienced, multi-cultural and committed staff who work as a team <input type="checkbox"/> Supportive management team and Board of Directors <input type="checkbox"/> ICT enabled environment 	<ul style="list-style-type: none"> <input type="checkbox"/> CASSOA Act and Protocol not aligned to industry trends <input type="checkbox"/> Inadequate office facilities and equipment <input type="checkbox"/> Lack of standard operating procedures <input type="checkbox"/> Inefficient operational processes <input type="checkbox"/> Inability to keep pace with dynamic aviation trends
Opportunities	Challenges
<ul style="list-style-type: none"> <input type="checkbox"/> Growing aviation industry in the Region 	<ul style="list-style-type: none"> <input type="checkbox"/> Inadequate revenue streams <input type="checkbox"/> Uncompetitive remuneration

<ul style="list-style-type: none"> ❑ 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 ❑ Accessible technical and financial resources from Development Partners ❑ Possible alliances with other RSOOs ❑ Participation in Global Aviation fora influencing ICAO Council decisions e.g. RSOO CP, GASOS Study Group ❑ Strong and growing political will to sustain regional approaches towards integration and compliance in aviation ❑ Clear GASP, GANP & GAsEP objectives for RSOOs ❑ Supportive Partner States ❑ Supportive strategic partners e.g. ICAO, AFCAC, EASA and EAC Organs 	<ul style="list-style-type: none"> ❑ Inadequate understanding of the Agency's role by the industry operators in the Region. ❑ Delayed or non-remittance of Contributions from the Partner States ❑ Lack of sufficient aviation experts and competencies in the Region and Globally ❑ New and emerging security threats ❑ Inability to keep 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. ❑ Lack of consistent participation of Partner States in CASSOA Meetings. ❑ Different levels of implementation of SSP and SMS by Partner States
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Table 1: SWOC Analysis

2.4. PESTEL Analysis

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

Factors	Possible Impact
Political	<ul style="list-style-type: none"> <input type="checkbox"/> Political instability in any of the EAC States could affect the aviation industry negatively impacting on the operations of the Agency <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 to become a Level 2 RSOO <input type="checkbox"/> Lack of government policies to support and promote aviation training
Economic	<ul style="list-style-type: none"> <input type="checkbox"/> Thriving economies in Partner States will support the implementation of the sustainable funding mechanism and greatly enhance service delivery of the Agency <input type="checkbox"/> Liberalisation of the EAC Airspace and SAATM will remove barriers to free movement across the region leading to increase traffic and growth of aviation industry in the region <input type="checkbox"/> Inadequate funding leading to inability of the aviation training organisations to deliver training to match the growing demand and industry needs
Social-cultural	<ul style="list-style-type: none"> <input type="checkbox"/> The Agency has to contend with social cultural diversity without losing track of its mandate to Partner States. <input type="checkbox"/> Emergence of the millennial generation that is keen to travel by air. <input type="checkbox"/> Increased demand for air transport with very little awareness about the opportunities in aviation

Factors	Possible Impact
	<ul style="list-style-type: none"> <input type="checkbox"/> Increased reliability of air transport as a result of adequate regulatory regime in the region
Technological	<ul style="list-style-type: none"> <input type="checkbox"/> Adaptation to technological advancements leading to improved acceptance behaviour of public towards air transport <input type="checkbox"/> Keeping abreast with emerging trends in aviation to remain relevant and attractive in the industry <input type="checkbox"/> Implementing new technology in the oversight functions leading to enhanced safe operation of air transport
Environmental	<ul style="list-style-type: none"> <input type="checkbox"/> Increased consciousness of the effects of aviation on the environment leading to climate change <input type="checkbox"/> Reduction of emission of Green House Gases (GHG) into the atmosphere as a result of efficient flight procedures <input type="checkbox"/> Reduction of aircraft noise as result of improved design of aircraft systems, flight procedures for landings and take-offs and aerodromes <input type="checkbox"/> Implementation of Carbon Offsetting Reduction Schemes in International Aviation (CORSIA) measures
Legal	<ul style="list-style-type: none"> <input type="checkbox"/> Enactment of EAC Civil Aviation laws at EALA level that may affect CASSOA.

Factors	Possible Impact
Gender	<ul style="list-style-type: none"> ❑ The Agency will foster gender balance in the staffing of the Agency, Board composition and implementation of activities as well as encourage the youth to join the aviation industry.

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

2.5. Stakeholders Analysis

The Agency does not operate in isolation within the aviation premises. 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"> (i) Prudent utilisation of resources (ii) Transparent and accountable governance system (iii) Technical assistance to enhance State Safety Oversight systems (iv) Current and updated Model EAC Civil Aviation Laws and regulations (v) Current and updated Model EAC Technical Guidance Materials (vi) Capacity building of inspectors 	<ul style="list-style-type: none"> (i) Adherence to financial rules and regulations (ii) Development and implementation of standard operating procedures (iii) Provide advice, guidance and expertise on safety oversight matters; (iv) Regularly develop, review and amend Model EAC Civil Aviation Laws and regulations

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
	<ul style="list-style-type: none"> (vii) Maintaining a robust and up to date common EAC examination system for aviation personnel (viii) Enhancing levels of Effective Implementation (EI) (ix) Assist in the development of appropriate corrective action plans (x) Enhancement of information technology tools and systems to support safety oversight functions 	<ul style="list-style-type: none"> (v) Regularly develop, review and amend Model EAC TGMs (vi) Coordination of appropriate training for inspectors (vii) Continuously review and update the EAC examination databank (viii) Conduct regular technical assistance missions to Partner States (ix) Provide appropriate fora and structure to develop corrective action plans (x) Provide appropriate ICT solutions to support safety oversight functions
Partner States Ministries in charge of Civil Aviation, Finance and EAC	(i) Safe, Secure, efficient and economically viable civil aviation sector;	(i) Support the implementation of ICAO SARPs and industry best practices in the Partner States
Council of Ministers	<ul style="list-style-type: none"> (i) Safe, Secure, efficient and economically viable civil aviation sector; (ii) Transparent and accountable governance system 	<ul style="list-style-type: none"> (i) Support the implementation of ICAO SARPs and industry best practices in the Partner States (ii) Clean audit reports
EAC Organs and Institutions	(i) Prudent utilisation of resources	(i) Clean audit reports

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
	<ul style="list-style-type: none"> (ii) Transparent and accountable governance system (iii) Contribute towards the EAC integration process 	<ul style="list-style-type: none"> (ii) Compliance with EAC Treaty and Protocols (iii) Support the implementation of the Common Market Protocol
Staff of the Agency	<ul style="list-style-type: none"> (i) Competitive employment terms and conditions (ii) Conducive and ethical working environment (iii) Fair and objective performance management system (iv) Timely and effective communication (v) Proper staff induction, career development and skills enhancement training 	<ul style="list-style-type: none"> (i) Enhance attraction and retention strategy (ii) Establish a whistle blower policy (iii) Establishment of a robust performance management system (iv) Establishment of organisation-wide effective communication channels (v) Establishment of staff induction process and staff training and development programmes
ICAO, AFCAC, FAA, RSOOs	<ul style="list-style-type: none"> (i) Effective cooperation and collaboration on civil aviation matters (ii) Effective discharge of the functions of an RSOO 	<ul style="list-style-type: none"> (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. (ii) Undergo initial ICAO GASOS assessment and maintain the GASOS certification

Stakeholders	Stakeholders Interests & Expectations	Action to Meet Interest/Expectations
Other key industry players (ATOs, AMOs, Air Operators, IATA, design and manufacturing organisations)	<ul style="list-style-type: none"> (i) Efficiency of oversight services (ii) Transparency, consistency, predictability and objectivity in oversight services 	<ul style="list-style-type: none"> (i) Implementation of competitive oversight charges (ii) Development and implementation of the Service Charter
Local Community in Entebbe	<ul style="list-style-type: none"> (i) Harmonious co-existence 	<ul style="list-style-type: none"> (i) Corporate Social Responsibility (CSR) (ii) Compliance with local by-laws

Table 3: Key Stakeholders

2.6. Key Success Factors

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

(i) Staff Capacity and continued enhancement of 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.

(ii) 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 operationalise a sustainable funding mechanism, fostering relationships with development partners and optimization of financial resources

(iii) Harmonization

The Agency's obligation towards all the Partner States is the same, It is therefore very important to have a standardised approach to Safety & Security in the region by harmonizing all systems and procedures that facilitate Safety & Security; this includes, Regulations and Technical Guidance Materials for Training, Examination, Licensing, Certification and Authorization of personnel and organizations who wish to engage in aviation activities and related services

(iv) Effective Communication

Communication is successful when top-down and bottom-up 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.

(v) 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.

(vi) 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.

(vii) Automation of Systems, Processes and Procedures

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

(viii) Facilities and equipment

In carrying out its mandate, 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.

(ix) Good Governance

This will ensure that our stakeholders have full confidence and trust in the Agency and that all those who have governance responsibilities and accountabilities carry them out effectively.

(x) Branding and visibility

Corporate branding and continuous engagement with our stakeholders will enhance CASSOA visibility.

(xi) Diplomatic Relations in the Region

As a diplomatic institution, the Agency will endeavour to maintain a structured mode of communication, engagement and relate with all stakeholders in order to uphold mutual respect.

CHAPTER THREE

3. STRATEGIC DIRECTION

3.1. Vision

To be a Model Regional Safety and Security Oversight Organization.

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.

3.3. Core Values

The Agency adopts the following core values as part of its corporate culture to achieve its vision and mission.

- (i) Integrity - We will uphold the standards of ethics and honesty and endeavour to be transparent and accountable in all our actions.
- (ii) Excellence - We will endeavour to be competent and skilled in all what we do at CASSOA and provide services that exceed customer expectations.
- (iii) Respect - CASSOA Staff and Partner States personnel will show respect of each other and the aviation industry stakeholders and the public irrespective of their gender and socio-cultural orientation.
- (iv) Team work - We will work as a team and engage the Partner States and industry stakeholders and work collaboratively to achieve organisational goals.
- (v) Innovation - We will encourage staff to learn, be creative and adopt new ways of doing things that deliver quality services.

3.4. Strategic Objectives

Strategic Objective No. 1: To enhance corporate governance and operational efficiency

There is need for the CASSOA to improve the governance structures and also enhance operational performance of the Agency. There is also need to ensure that the Agency is well funded, has adequate and competent staff and that quality management systems for delivery of services used are capable of supporting the activities being undertaken by Agency. This will provide a

platform for a high performing and efficient organisation that is able to utilise the funds collected to deliver services effectively.

Strategic Objective No. 2: Establish and maintain robust ICT Systems to support aviation safety and security oversight

The role played by CASSOA requires that it provides systems and processes that support the use of software and applications installed in Partner States for carrying out harmonised activities in the region. To achieve this, the Agency must be continuously investing in new systems, upgrade existing ones and ensure support is provided for effective operation of the systems. The Agency itself must also implement ICT systems to ensure that its services are efficient and effective.

Strategic Objective No. 3: To establish 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 should be able to undertake 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 implement effectively its mandate.

Strategic Objective No. 4: To support the establishment and implementation of sustainable aviation safety and security oversight systems.

The establishment of an effective safety and security oversight system is important for the development of the appropriate framework required for improved safety and security. CASSOA and industry shall work together in an effort to minimize incidents and accidents of aircraft. This will entail implementation of ICAO requirements and the recommendations of the ICAO Coordinated Validation Missions (ICVM) to ensure 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 similar, consistent and predictable to the stakeholders. This will only be achieved if the laws, regulations and technical guidance materials used in the provision of oversight services are harmonised, clearly understood and applied in the same way in the region. This requires not only harmonisation of the legislative framework but also a shared understanding of the framework and its application. Further, CASSOA will require to work closely with the Republic of South Sudan to establish a functional civil aviation oversight system in the spirit of “no country left behind.”

Strategic Objective No. 5: To facilitate technical capacity building, resources and skills sharing in the Partner States.

The human resource capacity in the region remain critical for the effective performance of CASSOA. The need to increase capacity cuts across all the countries in the region and CASSOA will need to undertake activities to facilitate capacity building. As the capacity building is undertaken there will be need to ensure that harmonised frameworks are clearly understood and applied consistently in the region. The resources available currently in the region will be shared among the Partner States in order to ensure that oversight services are provided effectively in all Partner States irrespective of their capacity. This will provide the operators with the confidence they require in order to grow their investments in the industry.

3.5. Organisational Analysis aligned to the Strategic Objectives

3.5.1 Operational Analysis aligned with the Strategic Objectives

The Analysis shows the performance of the global, continental and regional market. The performance shows that the markets are 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 Strategic objective on establishment and implementation 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 have 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 three.

CASSOA will also ensure that the GASP and GAsEP initiatives are implemented and sustained under strategic objective number four on establishment and implementation of a sustainable safety and security oversight.

3.5.2 SWOC Analysis aligned with the Strategic Objectives

The Strategic Plan needs to address the challenges and weaknesses identified in the SWOC Analysis while at the same time taking advantage of the Strengths and opportunities.

The weaknesses side underscores systems and processes issues, HR related and finance matters. These are addressed under the strategic objective number one on governance and operational efficiency as well as strategic objective number two on ICT automation. The challenge on low utilisation of technologies among Partner States is addressed in objective two on ICT

automation. The challenges relating to issues of technological changes, inadequate understanding of the role of CASSOA, use of same policies across EAC institutions are addressed in strategic objective number four on establishment of sustainable systems 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 capacity building. Strategic objective number five also provides for CASSOA to participate in capacity building in order to address the issue of shortage of experts. The SWOC Opportunities sections provides for strengthening of CASSOA systems to utilise the envisaged available chances, to improve aviation safety and security.

3.5.3 PESTEL Analysis aligned with 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 two. 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 four. The lack of a single aviation law for the region is identified as having a negative impact. This will be mitigated by undertaking harmonisation of the civil aviation laws in the region under Strategic objective number four. 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

4. 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 Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
Strategic Objective 1: To enhance corporate governance and operational efficiency	1	Ineffective governance structure of the Agency	(i) Develop a robust CASSOA Board Charter. (ii) Establish and implement a mechanism for evaluation of effectiveness of the Board. (iii) Institute regular governance audits (iv) Organize induction of new Board members and corporate governance training. (v) Ensure timely convening of Board meetings and retreats as per Protocol requirements. (vi) Sensitise Partner States on the required skills mix on the Board (vii) Ensure declaration of conflict of interest situations
	2	Lack of sustainable funding	(i) Coordinate with the CAAs for sustainable funding. (ii) Resource mobilisation from development partners.

Strategic Objective	Risk Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
			(iii) Explore the income generating opportunities available to the Agency.
	3	Ineffective management of the Agency	<ul style="list-style-type: none"> (i) Develop and implement appropriate management policies and procedures. (ii) Develop and implement realistic and effective annual plans for the Agency (iii) Regular and effective management and staff meetings. (iv) Establish effective communication channels (v) Institute an all-inclusive decision making process. (vi) Continuous monitoring and evaluation of Agency performance. (vii) Ensure effective use of both human and financial resources of the Agency. (viii) Provide training in management and leadership skills. (ix) Ensure declaration of conflict of interest situations (x) Finalise and implement the Agency's Code of Conduct
	4	Inadequate organisation structure	<ul style="list-style-type: none"> (i) Develop appropriate organization structure and attract and retain competent staff. (ii) Establish and implement an effective mechanism for performance management. (iii) Continuously review the structure as need arises.

Strategic Objective	Risk Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
	5	Inefficient operational processes and controls	<ul style="list-style-type: none"> (i) Establish and implement ISO certification (ii) Establish and implement effective and continuous feedback mechanisms (iii) Carry out regular peer reviews (iv) Enhance Internal Audit function (v) Timely implementation of audit recommendations. (vi) Develop and implement internal control mechanisms (vii) Develop, sensitise staff and implement policies, rules and procedures (viii) Automate operational processes and controls where possible
	6	Poor corporate image	<ul style="list-style-type: none"> (i) Develop and implement a visibility strategy (ii) Develop and publish Annual Reports (i) Finalise and implement the Agency's Code of Conduct
<p>Strategic Objective 2:</p> <p>Establish and maintain robust ICT Systems to support safety and security oversight</p>	7	Lack of stakeholder support for the proposed ICT initiatives	<ul style="list-style-type: none"> (i) Carry out sensitization of the stakeholders (ii) Provide specialized training on use of ICT systems (iii) Involvement of stakeholders from the initiation phase. (iv) Enabling awareness to emerging technology trends (v) Regular implementation of updates from tool developers (vi) Regular implementation follow up by Agency (vii) Develop adequate service level agreements
	8	Slow pace of adaptation of emerging technologies	<ul style="list-style-type: none"> (i) Ensure that the Agency attracts and retains competent staff to adapt new technologies. (ii) Continuous professional development of staff.

Strategic Objective	Risk Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
			<ul style="list-style-type: none"> (iii) Collaboration with stakeholders on these emerging technologies. (iv) Update and implement ICT policy and Strategy.
<p>Strategic Objective 3:</p> <p>To establish and maintain partnership and collaboration with key aviation organisations and stakeholders</p>	9	Low and unfavourable response rates from intended partners	<ul style="list-style-type: none"> (i) Active participation in relevant stakeholders' fora and activities. (ii) Improve CASSOA visibility and image. (iii) Increase the understanding of CASSOA's objectives (iv) Proper induction of all staff to understand the objectives of the Agency. (v) Sensitisation of stakeholders on Agency collaboration plans (vi) Develop appropriate skills at the Agency
<p>Strategic Objective 4:</p> <p>To support the establishment and implementation of sustainable safety and security oversight systems</p>	10	Failure to attain timely cooperation from the Partner States CAAs to support other States	<ul style="list-style-type: none"> (i) Active engagement of CAAs
	11	Lack of sufficient qualified and competent personnel	<ul style="list-style-type: none"> (i) Recurrent personnel training (ii) Implement Inspector sharing scheme (iii) Establish and implement appropriate staff recruitment and retention strategy (iv) Implement developmental staff programmes
	12	Irregular participation by CAAs in CASSOA activities	<ul style="list-style-type: none"> (i) Active engagement of CAAs.
	13	Failure to harmonize or implement the Civil Aviation legislative framework, processes and procedures in Partner States	<ul style="list-style-type: none"> (i) Sensitization of Partner States key decision makers on the need for harmonization. Encourage Partner States to be committed towards harmonization

Strategic Objective	Risk Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
			<ul style="list-style-type: none"> (ii) Develop and implement transmission and follow-up mechanism (iii) Participate in stakeholder workshops and seminars organised by Partner States
	14	Failure to provide technical support to Partner States	<ul style="list-style-type: none"> (i) Cost sharing with Partner States (ii) Sharing of technical resources with Partner States (iii) Establish a contingency fund
	15	Failure to timely develop and amend Model Primary Civil Aviation Legislation, specific operating regulations & TGMs	<ul style="list-style-type: none"> (i) Seek budgetary revisions as appropriate (ii) Sharing of technical resources with Partner States (iii) Develop realistic work plans (iv) Implement work plans as approved (v) Use contingent fund where necessary
	16	Under-utilization of CAM centre	<ul style="list-style-type: none"> (i) Active engagement of key decision makers in Partner States to optimise utilization of CAM. (ii) Market the available space for training
	17	Failure to attract and retain a full time medical assessor	<ul style="list-style-type: none"> (i) Engage consultancy services (ii) Establish competitive terms and conditions of service (iii) Work with Partner States to develop more Medical Assessors
Strategic Objective 5: Support technical capacity building, resources and	18	Insufficient support to capacity building initiatives	<ul style="list-style-type: none"> (i) Strategically pursue the sustainable funding mechanism (ii) Develop and conclude MOUs with regional and international training organisations (iii) Engage industry partners to fund the training plan

Strategic Objective	Risk Number	Risk Identification (Risk description)	Risk Treatment (Mitigation Measures)
skill sharing in the Partner States			<ul style="list-style-type: none"> (iv) Involve regional ATOs effectively (v) Update the existing training gap analysis (vi) Source adequate funding to implement ITS in all Partner States

CHAPTER FIVE

5. FINANCIAL REQUIREMENTS

5.1. 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:

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

The 3rd Strategic Plan requires funding in the amount of **US\$ 26,622,745** to implement.

5.2. 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) Timely harmonization and operationalization of EAC Model Laws, Policies and Procedures;
- (iii) Enhancement of technical competencies is prioritized among Partner States;
- (iv) Negotiation of Memoranda of Understanding (MoUs) between EAC CASSOA and other key Stakeholders,

- (v) Willingness of Partner States and global organizations to cooperate and collaborate; and,
- (vi) Implementation of the Sustainable Funding Mechanism from the second year of the planning period.

5.1.1 Expenditure Estimates FY2020/2021 - 2024/2025

	Estimates	Estimates	Estimates	Estimates	Estimates	
Expenditure Items	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	TOTAL
Recurrent Expenditure						
Technical Expenses Operational	472,045	1,960,831	1,666,951	1,795,626	1,647,027	7,542,480
Governance expenditure	291,250	665,939	615,937	590,937	590,937	2,755,000
Training and capacity building	31,500	479,525	489,475	407,525	489,475	1,897,500
Staffing and Administrative	1,893,430	2,650,060	2,796,058	2,524,758	2,507,058	12,371,365
Total Recurrent expenditure	2,688,225	5,756,355	5,568,421	5,318,846	5,234,497	24,566,345
Development Expenditure						
Building and Construction	-	250,000	250,000	-	-	500,000
Office Equipment, Furniture, fixtures		71,250	71,250	71,250	71,250	285,000
ICT hardware, software and infrastructure	69,500	275,225	352,225	287,225	287,225	1,271,400
Total Development Expenditure	69,500	596,475	673,475	358,475	358,475	2,056,400
Total Expenditure	2,757,725	6,352,830	6,241,896	5,677,321	5,592,972	26,622,745

5.1.2 Revenue Estimates FY2020/2021 - 2024/2025

Revenue Stream		Estimates	Estimates	Estimates	Estimates	Estimates	TOTAL
		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
1.	Partner States Contributions	2,757,725	5,666,005	5,851,196	5,345,522	5,411,172	25,031,620
2.	Development Partner funding	-	686,825	390,700	331,800	181,800	1,591,125
Total Revenue Requirement		2,757,725	6,352,830	6,241,896	5,677,322	5,592,972	26,622,745

CHAPTER SIX

6. MONITORING AND EVALUATION

6.1. 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 and activity level to establish the quantities and qualities 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 every two years. 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.

6.2. 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 existing 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 Strategic Plan, they nonetheless do serve an important information role. The performance of the Agency will be monitored as follows:

MONITORING AND EVALUATION FRAMEWORK

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
1: To enhance corporate governance and operational efficiency	1.1	Enhance corporate governance in the Agency	1.1.1	Effectiveness of the Board of Directors in the governance of the Agency Increased	1.1.1.1	Provide timely and accurate information to the Board	Board papers discussed	Board Resolutions
					1.1.1.2	Provide timely and accurate information to the Committees	Committee Papers presented	TC reports
					1.1.1.3	Capacity building for Board members	1 Board training session annually	Board training reports
					1.1.1.4	Conduct Board evaluation and corporate governance retreats	1 Board evaluation conducted annually	Board retreat reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			1.1.2	Review CASSOA Protocol and Act	1.1.2.1	Conduct meeting to review the CASSOA Protocol and Act,	CASSOA Protocol and Acts reviewed	Promulgated CASSOA Protocol and Act
			1.1.3	CASSOA Activities aligned to EAC programmes	1.1.3.1	Attend Council of Ministers, Summit of Heads of State and Sectoral Council meetings	Convened Summit, Council, and Sectoral Council meetings attended	Meeting reports and Communiqués
					1.1.3.2	Attend EAC Intra-Organ/Institution meetings and CASSOA Meetings	Convened EAC Intra-Organ/Institution meetings and CASSOA Meetings attended	Meeting Reports
					1.1.3.3	Develop and publish Annual Reports	1 Annual report published	Annual Reports
			1.1.4	Effective Audit and Risk management	1.1.4.1	Acquire the Computer aided audit software	Software in use	Software operational

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	
					1.1.4.2	Coordinate the External audit exercise and attend EALA Committee on Accounts	Audit Commission facilitated and EALA Committee on Accounts meetings attended annually	Audit Reports, back to Office Reports
					1.1.4.3	Convene Agency Risk management committee meetings, hold refresher risk management training and capacity building for identified risk champions	Agency Risk management framework implemented	Risk management reports
					1.1.4.4	Participate in EAC Audit and Risk meetings and Internal audit forums	EAC Audit and risk meetings attended.	EAC Audit and Risk Committee Meeting Reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	1.2	Enhance Agency brand and image	1.2.1	Visible CASSOA Brand	1.2.1.1	Develop a Visibility Policy and Strategy	Approved Visibility Policy and Strategy	Approval Board Resolution
					1.2.1.2	Implement the Visibility Strategy	1 Visibility Activity carried out annually	Annual Visibility Report
					1.2.1.3	Procure promotional items and participate in promotional events	2 promotional events attended annually	Promotional Event Reports
	1.3	Enhance Agency financial and quality systems	1.3.1	Efficient financial planning, management and reporting	1.3.1.1	Convene annual planning and budgeting retreat to develop annual programme of activities	1 Planning and Budget retreat carried out annually	Budget Report of the retreat
					1.3.1.2	Training of staff to increase efficiency in the use of financial management system	All users trained every two years	Training reports and certificate

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			1.3.2	Implementation of ISO 9001:2015 standard	1.3.2.1	Develop and implement QMS Systems	QMS systems operationalised	Operational Standard Operating Procedures
					1.3.2.2	Engage ISO certification company to audit, certify and carry out surveillance	ISO Certification obtained and 1 Annual Surveillance Report obtained	ISO Certificate/Report, Surveillance Reports
			1.3.3	Obtain ICAO GASOS Recognition	1.3.3.1	Undergo GASOS Assessment and renewal	GASOS Assessment Report obtained	ICAO GASOS Certificate/Report
	1.4	Mobilise Financial resources	1.4.1	Increase access to development funding	1.4.1.1	Carry out a donor mapping exercise to determine potential development partners	Development partners identified	Donor mapping report
					1.4.1.2	Capacity building of staff in resource mobilisation	Resource Mobilisation training for all staff conducted	Training report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			1.4.2	Obtain approval for implementation of sustainable funding mechanism	1.4.2.1	Sensitize the EAC Council for approval of the funding mechanism	Sensitization activities carried out	Documented approval by the Council
	1.5	Attract and retain competent and motivated staff	1.5.1	Ensure motivated and effective workforce	1.5.1.1	Conduct an Agency Job Analysis, evaluation and remuneration study.	Reviewed organisational structure, Jobs description, ranking of jobs and proposed remuneration	Job analysis report
					1.5.1.2	Recruit staff as per approved organisation structure	25 positions filled	Employed staff at work
					1.5.1.3	Train and develop Agency staff	All staffs trained annually	Training certificates/Reports
					1.5.1.4	Organise staff team building retreats	1 staff team building retreat conducted annually	Retreat Report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	1.6.	Provide conducive work environment	1.6.1	Provide adequate and conducive office space, facilities and equipment	1.6.1.1	Provide additional office space	Additional office space in place	Office space available
					1.6.1.2	Furnish and equip office appropriately	Furniture and equipment acquired	Furniture and equipment in place
					1.6.1.3	Maintain office assets appropriately	Assets well maintained and functional	Maintenance contracts
			1.6.2	Establish CAM Office in Nairobi	1.6.2.1	Relocate CAM to Nairobi	CAM office relocated to Nairobi	Operational CAM Nairobi office
2: Establish and maintain robust ICT Systems to support aviation safety and security oversight	2.1	Build capacity for maintenance of ICT Systems	2.1.1	Build capacity for maintenance of the examination system	2.1.1.1	Attend Refresher training on Maintenance and support of the Examination System	2 Trainings attended by 2 staff members	Training certificate

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	2.2	Establish and maintain Digital Information Resource Centre	2.2.1	Establish Technical E-library	2.2.1.1	Procure E-library software and hardware	E-library software and hardware acquired and operationalised.	Operational E-library
					2.2.1.2	Make annual subscriptions to the E-library	5 active subscriptions annually	Subscription contracts
	2.3	Enhance Safety and Security Oversight Facilitated Integrated Application	2.3.1	Automate Medical, AvSec, Aerodrome and ANSP Certification	2.3.1.1	Develop and implement software with additional capability to automate Medical, AvSec, Aerodrome and ANSP Certification	Medical, AVSEC and Certification of Aerodrome and ANSP modules developed	Operational Modules
	2.4	Establish automated Inspector Training System	2.4.1	Acquire an Inspector Training System	2.4.1.1	Acquire and implement the EAC Inspector Training System (ITS)	ITS for FSS, AGA, ANS and AVSEC implemented	Operational ITS

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	2.5	Establish and maintain ECCAIRS	2.5.1	Operationalise ECCAIRS in all PS	2.5.1.1	Provide Technical Assistance to support Partner States on ECCAIRS establishment, upgrade and maintenance	ECCAIRS established in RSS and operationalised in all Partner States	Operational ECCAIRS and Technical mission reports
					2.5.1.2	Attend refresher training on support and maintenance of ECCAIRS	2 Trainings attended by 2 staff	Training certificate
	2.6	Automate systems and processes	2.6.1	Automate records and work systems	2.6.1.1	Implement E-Records	E-Records implemented	Set of E-Records
					2.6.1.2	Implement ERP system	ERP system implemented	Operational ERP
					2.6.1.3	Establish Data Recovery Site	Data Recovery Site established	Data Recovery Centre operational
	2.7	Maintain ICT systems	2.7.1	Ensure availability of ICT systems	2.7.1.1	Maintain ICT Equipment and software	ICT equipment and software maintained	Maintenance contracts and reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
					2.7.1.2	Procurement of ICT Equipment	ICT Equipment procured	ICT Equipment in place
3: To establish and maintain partnership and collaboration with key aviation organisations and stakeholders.	3.1	Enhance knowledge and awareness on emerging issues in Aviation	3.1.1	Keep abreast with emerging trends in aviation to remain relevant and attractive to the industry	3.1.1.1	Participate in meetings for emerging issues and developments in Civil Aviation (e.g CAPSCA, AvMed, LOCI, CFIT, AvSec, e.t.c)	Meetings for emerging issues and development in Civil aviation attended	Meeting reports
			3.1.2	Proactively drive implementation of Global emerging trends in Civil aviation Oversight	3.1.1.2	Coordinate seminars for inspectors in the Region on Emerging issues {e.g. Runway Safety programmes and Runway condition reporting (GRF), ASBU, CORSIA e.t.c}	1 Seminar conducted annually	Seminar reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
					3.1.1.3	Conduct sensitisation meetings for stakeholders in the Region	1 Stakeholder sensitisation meeting conducted annually	Meetings reports
					3.1.1.4	Organise Regional Aviation Symposia	1 Symposium every two years	Symposium reports
4: To support establishment and implementation of sustainable aviation safety and security oversight systems in the Partner States	4.1	Establish an effective State Safety Oversight System	4.1.1	Achieve above 60 % EI of safety oversight system for RSS	4.1.1.1	Carry out a Gap analysis mission to establish the status of the civil aviation oversight system	1 Gap analysis mission conducted	Gap analysis report

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					4.1.1.2 Carry out a sensitisation mission to the relevant authorities on effective oversight systems to gain consensus on the proposed technical assistance	1 sensitisation mission conducted	Sensitisation Report
					4.1.1.3 Assist RSS CAA to customise the Model EAC Civil Aviation and AIG Acts	Model EAC Civil Aviation and AIG Acts customised	RSS CAA Act and RSS AIG Act
					4.1.1.4 Assist RSS carry out stakeholders engagement on the draft RSS Civil Aviation and AIG Acts	1 stakeholders engagement meeting on Acts conducted	Draft RSS CAA Act and RSS AIG Act

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
					4.1.1.5	Assist RSS to customise the Model EAC Civil Aviation Regulations	Model EAC Civil Aviation Regulations customised	Approved RSS CAA Regulations
					4.1.1.6	Assist RSS carry out stakeholder engagement on the customised draft Civil aviation act and Regulations	1 stakeholders engagement meeting on Regulations conducted	Draft RSS CAA Regulations
					4.1.1.7	Sensitisation of RSS Inspectors on Civil Aviation Regulations	1 Inspectors sensitisation meeting on Regulations conducted	Sensitisation report
					4.1.1.8	Assist RSS to customise the Model EAC TGMs	Model EAC TGMs Customised	Approved TGMs
					4.1.1.9	Sensitisation of RSS Inspectors on Civil Aviation TGM	1 Inspectors sensitisation meeting on TGM conducted	Draft TGMs

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			4.1.2	Achieve above 60 % EI of safety oversight system for Burundi	4.1.2.1	Provide Technical Assistance to improve capacity to sustain an effective oversight system	Technical Missions conducted	Mission Reports
	4.2	Establishment and implementation of State Safety Programmes/ Safety Management Systems	4.2.1	Mature SSP in PS that have achieved 60% of EI of Safety oversight systems	4.2.1.1	Convene working group meetings for SSP Coordinators on model SSP to implement the Regional Roadmap	2 meetings for SSP Coordinators on model SSP convened	Working Group meeting Reports

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					4.2.1.2 Convene Working Group Meetings for SSP/SMS Experts to Identify the Regional Operational Safety Risks and develop a Regional Risk Register and mitigation strategy	Regional Risk Register and mitigation strategy developed	Working Group meeting report
					4.2.1.3 Continuously monitor implementation of SSP/SMS in the Partner States	SSP/SMS in PS implemented	Implementation Report
					4.2.1.4 Conduct annual workshops on SSP/SMS implementation	1 workshop conducted annually	Workshop report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	4.3	Maintain an effective civil aviation law and implementing Standards and Procedures	4.3.1	Up to date and appropriate Civil Aviation Acts	4.3.1.1	Convene working group meetings of legal and CAA Experts to review and Amend Partner States Civil Aviation Acts	1 meeting held every year	Draft CAA Model Act
			4.3.2	Up to date and appropriate AIG Acts	4.3.2.1	Convene working group meetings of legal and AIG Experts to review and Amend Partner States Civil Aviation AIG Acts	1 meeting held every year	Draft AIG Model Act

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			4.3.3	Up to date regulations	4.3.1.1	Carry out workshops of CASSOA Experts to review and amend existing Model EAC Regulations in line with ICAO Annexes	2 Workshops of CASSOA Experts conducted annually	Workshop reports
			4.3.4	Updated Civil Aviation Regulations	4.3.4.1	Convene working group meetings of Drafters, legal and CAA Experts to review and Amend Civil Aviation Regulations	Reviewed Draft Model EAC Civil Aviation Regulations	Working Group meeting report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			4.3.5	Updated Civil Aviation Technical Guidance Materials	4.3.5.1	Convene working group meetings of CAA Experts to consider, review and develop Model EAC TGMs	Reviewed Draft Model EAC TGMs	Working Group meeting report
	4.4	Implement sustainable oversight systems	4.4.1	Evaluate Safety Oversight system in Partner States	4.4.1.1	Carry out technical missions to the Partner States to evaluate the State safety oversight system	1 Technical Mission to each Partner State annually	Back office report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			4.4.2	Prepare Corrective Action Plans and ICAO plans of action	4.4.2.1	Conduct Technical Missions to Support Partner States in preparing and implementing corrective action plans and ICAO Plans of action	1 Technical Mission to each Partner State annually	Back office report
			4.4.3	Undertake five phase certification process in PS	4.4.3.1	Support Partner States in the five-phase certification process	1 Mission to each Partner State annually	Back office report
	4.5	Develop and implement CAP from USOAP and USAP Audits	4.5.1	Review and categorise ICAO Audit findings.	4.5.1.1	Convene Workshop to review and categorize findings related to ICAO Audits in Partner States	1 workshop for CASSOA Experts held annually	Workshop report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
			4.5.2	Review common AVSEC USAP CMA findings	4.5.2.1	Convene working group meeting of AVSEC experts for the AVSEC Experts to review common AVSEC USAP CMA findings.	1 meeting held every year	Working group reports
			4.5.3	Review Common ICAO Audit findings	4.5.3.1	Convene working group meeting of CAA experts to review common ICAO Audits findings	1 meeting held every year	Working Group meeting report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	4.6	Establish and Maintain strategy to respond to ICAO State letters	4.6.1	Develop common responses by Partner state to ICAO State letters	4.6.1.1	Convene working group meetings of NCMCs to Develop and implement a mechanism and procedure for tracking ICAO state letters to coordinate and achieve a common regional position	Mechanism and procedure for tracking ICAO state letters developed	Approved mechanism and procedures
	4.7	Promote a common Aviation Personnel Licensing System in the Region	4.7.1	Implement automatic system for validation of PEL	4.7.1.1	Conduct meetings of the implementation Committee on Automatic Validation of PEL	Activities in the roadmap completed	Meeting reports

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					4.7.1.2 Conduct Working Group meetings for Experts to Review and update mutual recognition procedures and mechanisms among Partner States	Mutual recognition procedures and mechanisms among Partner State updated	Recognition procedures and mechanisms report

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					4.7.1.3 Conduct surveillance Missions in Partner States by Implementation Committee for Experts to ensure the continued implementation of the common licensing regulations and Procedures in Partner States	Surveillance missions to Partner States conducted	Surveillance Mission reports

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					4.7.1.4 Technical Mission to Partner States to monitor the implementation of the harmonized Examination System in all categories of Personnel Licensing examinations and Practical Skill tests (FCL, AMEL and ATC)	Harmonised Examination system in all categories in PS monitored	Operational harmonised examination system
					4.7.1.5 Develop, review and finalize Formal Agreement on automatic validation of PEL	Finalised Formal Agreement	Formal Agreement

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	4.8	Enhance the Examination system for Aviation Personnel licenses in the Region	4.8.1	Increase the number of questions in the EAC Examination Databank	4.8.1.1	Boost examination bank through acquisition of additional examination questions for AMEL, ATC, FCL, Flight Operations and Cabin Crew annually	10,000 additional Questions procured annually	Sets of questions in the data bank
			4.8.2	Validate and upload 10,000 additional Questions in the system annually	4.8.2.1	Convene EAC Examinations Pool of Experts meetings to validate FCL, AMEL, ATC, Flight Operations and Cabin Crew questions for the EAC examination system	Validated and updated Examination System	Set of validated Examination questions in the system

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	4.9	Assist PS to minimize the spread of communicable disease through air travel	4.9.1	Public Health Emergency preparedness in all Major International Airports in the Region	4.9.1.1	Carry out Technical Assistance visits for monitoring and evaluation of the Implementation of the CAPSCA Project in PS major International Airports	Major International Airports fully prepared for public health emergency response	Technical mission reports
	4.10	Establish Aeromedical Specialist Appeal and Referral Panel	4.10.1	Institute an aeromedical specialist Appeal and Referral Panel	4.10.1.1	Constitute a functional Aeromedical Specialist Appeal and Referral Panel	Aeromedical specialist Appeal and Referral Panel constituted.	Functional Aeromedical specialist Appeal and Referral Panel

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	4.11	Enhance compliance with ICAO SARPS in Aviation Medicine	4.11.1	Maintain compliance with ICAO SARPS	4.11.1.1	Carry out technical missions to the Partner States to evaluate the status of implementation of Regulations related to Aviation Medicine	Effective implementation level achieved	Technical mission reports
					4.11.1.2	Conduct Technical missions to Partner States to assess and review AvMed related ICAO USOAP findings and provide guidance on the development of Corrective Action Plan.	Effective implementation level achieved.	Technical mission reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
5: Facilitate technical capacity building in the Partner States	5.1	Establish MoCs with accredited Aviation Training Service Providers	5.1.1	Access to accredited training courses	5.1.1.1	Establish and maintain cooperative arrangements for training services with accredited training service providers	MoCs concluded	MoCs
	5.2	Develop Capacity for the implementation and maintenance of SSP/SMS	5.2.1	Qualified and competent inspectors in SSP/SMS	5.2.1.1	Coordinate relevant training for Partner States Inspectors to enhance Operation Safety Risk Management	1 training provided annually	Training Report
					5.2.1.2	Train EAC inspectors in ECCAIRS	1 training provided annually	Training report

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
	5.3	Enhance examination skills for EAC Examination Pool of Experts	5.3.1	Qualified and skilled EAC Examiners	5.3.1.1	Coordinate the training of EAC examination Pool of Experts in setting and validating examination questions for FCL, AMEL, ATC, Flight Operations and Cabin Crew in the EAC examination system	1 training provided annually	Training report
	5.4	Enhance Inspectors qualifications and skills development	5.4.1	Qualified and competent inspectors in Partner States	5.4.1.1	Coordinate initial and refresher training on ITS for inspectors	1 training provided annually	Training reports
					5.4.1.2	Convene a WG meetings of inspectors to customize ITS for AGA, ANS and AVSEC	ITS for AGA, ANS and AVSEC customised	Working Group meeting report

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					5.4.1.3 Coordinate and carry out sensitization workshop for inspectors on the Acts, regulations and technical guidance materials to enhance harmonization	1 sensitization workshop for inspectors on the Acts, regulations and technical guidance materials conducted annually	Workshops reports
					5.4.1.4 Coordinate Workshop for Inspectors on Safety Assessment of Foreign Aircraft	1 workshop held annually	Workshops reports
					5.4.1.5 Train EAC inspectors on ATO Certification	One training provided after every two years	Training reports

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					5.4.1.6 Train EAC inspectors on DGR Oversight, Cabin Safety Oversight, Resolution of Safety Concerns and Special Operations (PBN, AWO, EDTO, EFB, RVSM, IET)	3 trainings provided every year	Training reports
					5.4.1.7 Conduct workshop for Drafters, CAA Inspectors and Legal Experts on Legal processes relating to State Safety Oversight System	1 workshop held annually	Workshops reports

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					5.4.1.8 Organize and coordinate training for experts in the region (Wildlife Hazard Management, Aerodrome Emergency Planning, Aeronautical Studies and Risk Analysis, Obstacle Limitation Surfaces and Aerodrome Safeguarding, Runway Safety)	1 training held annually	Training reports

Strategic Objective	Strategic Initiative		Target		Activities		Key Performance Indicators (KPIs)	Means of verification
					5.4.1.9	Organize and coordinate AVSEC training for AVSEC inspectors in the region	1 training provided after every two years	Training Report
	5.5	Enhance knowledge and skills in Civil Aviation Medicine	5.5.1	Build capacity for Aviation Medicine Experts	5.5.1.1	Coordinate ICAO based Aviation Medicine training for aviation medicine experts in the Region	1 training conducted annually	Training Report

Strategic Objective	Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification
					5.5.1.2 Coordinate medical training programmes with CAAs for Airport stakeholders on Communicable diseases, rapid response training for designated international airports in the region	One training conducted per annum per state	Training Reports

6.3. 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. 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.

6.5. 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 on 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 status of achievements of the set objectives and activities.

Appendix - Implementation Matrix

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
1: To enhance corporate governance and operational efficiency	1.1	Enhance corporate governance in the Agency	1.1.1	Increased effectiveness of the Board of Directors in the governance of the Agency	1.1.1.1	Provide timely and accurate information to the Board	Board papers discussed	Board Resolutions	x	x	x	x	x	Legal	540,000
					1.1.1.2	Provide timely and accurate information to the Committees	Committee Papers presented	TC reports	x	x	x	x	x	Legal	612,000
					1.1.1.3	Capacity building for Board members	1 Board training session annually	Board training reports		x	x	x	x	Legal	150,000
					1.1.1.4	Conduct Board evaluation and corporate governance retreats	1 Board evaluation conducted annually	Board retreat reports	x	x	x	x	x	Legal	181,000
		1.1.2	Review CASSOA Protocol and Act	1.1.2.1	Conduct meeting to review the CASSOA Protocol and Act,	CASSOA Protocol and Acts reviewed	Promulgated CASSOA Protocol and Act		x	x	x	x	Legal	150,000	
		1.1.3	CASSOA Activities aligned to EAC programmes	1.1.3.1	Attend Council of Ministers, Summit of Heads of State and Sectoral Council meetings	Convened Summit, Council, and Sectoral Council meetings attended	Meeting reports and Communiqués	x	x	x	x	x	ED	344,500	
				1.1.3.2	Attend EAC Intra-Organ/Institution meetings and CASSOA Meetings	Convened EAC Intra-Organ/Institution meetings and CASSOA Meetings attended	Meeting Reports	x	x	x	x	x	ED	415,000	

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					1.1.3.3	Develop and publish Annual Reports	1 Annual report published	Annual Reports	x	x	x	x	x	ED	30,000
			1.1.4	Effective Audit and Risk management	1.1.4.1	Acquire the Computer aided audit and risk management software	Software in use	Software operational		x				Internal Audit	50,000
					1.1.4.2	Coordinate the External audit exercise and attend EALA Committee on Accounts	Audit Commission facilitated and EALA Committee on Accounts meetings attended annually	Audit Reports, back to Office Reports	x	x	x	x	x	Internal Audit	70,500
					1.1.4.3	Convene Agency Risk management committee meetings, hold refresher risk management training and capacity building for identified risk champions	Agency Risk management framework implemented	Risk management reports	x	x	x	x	x	Internal Audit	78,000
					1.1.4.4	Participate in EAC Audit and Risk meetings and Internal audit forums	EAC Audit and risk meetings attended.	EAC Audit and Risk Committee Meeting Reports	x	x	x	x	x	Internal audit	84,000
	1.2	Enhance Agency brand and image	1.2.1	Visible CASSOA Brand	1.2.1.1	Develop a Visibility Policy and Strategy	Approved Visibility Policy and Strategy	Approval Board Resolution		x				ED	20,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)	
					1.2.1.2	Implement the Visibility Strategy	1 Visibility Activity carried out annually	Annual Visibility Report		x	x	x	x	ED	50,000	
					1.2.1.3	Procure promotional items and participate in promotional events	2 promotional events attended annually	Promotional Event Reports	x	x	x	x	x	ED	150,000	
	1.3	Enhance Agency financial and quality systems	1.3.1	Efficient financial planning, management and reporting	1.3.1.1	Convene annual planning and budgeting retreat to develop annual programme of activities	1 Planning and Budget retreat carried out annually	Budget Report of the retreat	x	x	x	x	x	Finance	312,500	
						1.3.1.2	Training of staff to increase efficiency in the use of financial management system	All users trained every two years	Training reports and certificate			x		x	Finance	85,500
				1.3.2	Implementation of ISO 9001:2015 standard	1.3.2.1	Develop and implement QMS Systems	QMS systems operationalised	Operational Standard Operating Procedures		x				ED	150,000
						1.3.2.2	Engage ISO certification company to audit, certify and carry out surveillance	ISO Certification obtained, 1 Annual Surveillance Report obtained	ISO Certificate/Report, Surveillance Reports		x	x	x	x	ED	70,000
				1.3.3	Obtain ICAO GASOS Recognition	1.3.3.1	Undergo GASOS Assessment and renewal	GASOS Assessment Report obtained	ICAO GASOS Certificate/Report	x	x	x	x	x	DT	70,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)	
	1.4	Mobilise Financial resources	1.4.1	Increase access to development funding	1.4.1.1	Carry out a donor mapping exercise to determine potential development partners	Development partners identified	Donor mapping report		x				Finance	10,700	
					1.4.1.2	Capacity building of staff in resource mobilisation	Resource Mobilisation training for all staff conducted	Training report	x	x	x	x	x	Finance	62,000	
			1.4.2	Obtain approval for implementation of sustainable funding mechanism	1.4.2.1	Engage the EAC Council for approval of the funding mechanism	Engagement activities carried out	Not Applicable		x				Board	50,000	
	1.5	Attract and retain competent and motivated staff	1.5.1	Ensure motivated and effective workforce	1.5.1.1	Conduct an Agency Job Analysis, evaluation and remuneration study.	Reviewed organisational structure, Jobs description, ranking of jobs and proposed remuneration	Job analysis report		x					HR and Admin	95,000
					1.5.1.2	Recruit staff as per approved organisation structure	25 positions filled	Employed staff at work	X	x	x	x	x	HR and Admin	160,750	
					1.5.1.3	Train and develop Agency staff	All staffs trained annually	Training certificates/R eports	X	x	x	x	x	HR and Admin	814,750	

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					1.5.1.4	Organise staff team building retreats	1 staff team building retreat conducted annually	Retreat Report		x	x	x	x	HR and Admin	398,000
	1.6.	Provide conducive work environment	1.6.1	Provide adequate and conducive office space, facilities and equipment	1.6.1.1	Provide additional office space	Additional office space in place	Office space available		x	x			HR and Admin	500,000
					1.6.1.2	Furnish and equip office appropriately	Furniture and equipment acquired	Furniture and equipment in place		x	x	x	x	HR and Admin	285,000
					1.6.1.3	Maintain office assets appropriately	Assets well maintained and functional	Maintenance contracts	x	x	x	x	x	HR and Admin	105,000
			1.6.2	Establish CAM Office in Nairobi	1.6.2.1	Relocate CAM to Nairobi	CAM office relocated to Nairobi	Operational CAM Nairobi office			x			CAM	168,900
															6,263,100
2: Establish and maintain robust ICT Systems to support aviation safety and security oversight	2.1	Build capacity for maintenance of ICT Systems	2.1.1	Build capacity for maintenance of the examination system	2.1.1.1	Attend Refresher training on Maintenance and support of the Examination System	2 Trainings attended by 2 staff members	Training certificate	x	x	x	x	X	IT	50,400
	2.2	Establish and maintain Digital Information	2.2.1	Establish Technical E-library	2.2.1.1	Procure E-library software and hardware	E-library software and hardware acquired and operationalised.	Operational E-library	X					IT	25,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
		Resource Centre			2.2.1.2	Make annual subscriptions to the E-library	5 active subscriptions annually	Subscription contracts		x	x	x	x	IT	15,000
	2.3	Enhance Safety and Security Oversight Facilitated Integrated Application	2.3.1	Automate Medical, AvSec, Aerodrome and ANSP Certification	2.3.1.1	Develop and implement software with additional capability to automate Medical, AvSec, Aerodrome and ANSP Certification	Medical, AVSEC and Certification of Aerodrome and ANSP modules developed	Operational Modules	x	x	x	x	x	IT	160,900
	2.4	Establish automated Inspector Training System	2.4.1	Acquire an Inspector Training System	2.4.1.1	Acquire and implement the EAC Inspector Training System (ITS)	ITS for FSS, AGA, ANS and AVSEC implemented	Operational ITS		x	x	x	x	IT	180,500
	2.5	Establish and maintain ECCAIRS	2.5.1	Operationalise ECCAIRS in all PS	2.5.1.1	Provide Technical Assistance to support Partner States on ECCAIRS establishment, upgrade and maintenance	ECCAIRS established in RSS and operationalised in all Partner States	Operational ECCAIRS and Technical mission reports		x	x	x	X	IT	81,000
					2.5.1.2	Attend refresher training on support and maintenance of ECCAIRS	2 Trainings attended by 2 staff	Training certificate	x	x	x	x	X	IT	72,000
	2.6	Automate systems and processes	2.6.1	Automate records and work systems	2.6.1.1	Implement E-Records	E-Records implemented	Set of E-Records		x	x	x	x	IT	100,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					2.6.1.2	Implement ERP system	ERP system implemented	Operational ERP		x	x	x	x	IT	100,000
					2.6.1.3	Establish Data Recovery Site	Data Recovery Site established	Data Recovery Centre operational	x	x	x	x	x	IT	100,000
	2.7	Maintain ICT systems	2.7.1	Ensure availability of ICT systems	2.7.1.1	Maintain ICT Equipment and software	ICT equipment and software maintained	Maintenance contracts and reports	x	x	x	x	x	IT	150,000
					2.7.1.2	Procurement of ICT Equipment	ICT Equipment procured	ICT Equipment in place	x	x	x	x	X	IT	105,000
															1,139,800
3: To establish and maintain partnership and collaboration with key aviation organisations and stakeholders.	3.1	Enhance knowledge and awareness on emerging issues in Aviation	3.1.1	Keep abreast with emerging trends in aviation to remain relevant and attractive to the industry	3.1.1.1	Participate in meetings for emerging issues and developments in Civil Aviation (e.g. CAPSCA, AvMed, LOCI, CFIT, AvSec, etc.)	Meetings for emerging issues and development in Civil aviation attended	Meeting reports	x	x	x	x	x	ED	872,000
			3.1.2	Proactively drive implementation of Global emerging trends in Civil aviation Oversight	3.1.1.2	Coordinate seminars for inspectors in the Region on Emerging issues (e.g. Runway Safety programmes and Runway condition	1 Seminar conducted annually	Seminar reports	x	x	x	x	x	DT	169,500

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
						reporting (GRF), ASBU, CORSIA etc.}									
					3.1.1.3	Conduct sensitisation meetings for stakeholders in the Region	1 Stakeholder sensitisation meeting conducted annually	Meetings reports	x	x	x	x	x	DT	15,000
					3.1.1.4	Organise Regional Aviation Symposia	1 Symposium every two years	Symposium reports		x		x		ED	300,000
															1,356,500
4: To support establishment and implementation of sustainable aviation safety and security oversight systems in the Partner States.	4.1	Establish an effective State Safety Oversight System	4.1.1	Achieve above 60 % EI of safety oversight system for RSS	4.1.1.1	Carry out a Gap analysis mission to establish the status of the civil aviation oversight system	1 Gap analysis mission conducted	Gap analysis report	x					DT	12,800
					4.1.1.2	Carry out a sensitisation mission to the relevant authorities on effective oversight systems to gain consensus on the proposed technical assistance	1 sensitisation mission conducted	Sensitisation Report	x					DT	91,800

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					4.1.1.3	Assist RSS CAA to customise the Model EAC Civil Aviation and AIG Acts	Model EAC Civil Aviation and AIG Acts customised	RSS CAA Act and RSS AIG Act	x					DT	23,000
					4.1.1.4	Assist RSS carry out stakeholders engagement on the draft RSS Civil Aviation and AIG Acts	1 stakeholders engagement meeting on Acts conducted	Draft RSS CAA Act and RSS AIG Act	x					DT	13,800
					4.1.1.5	Assist RSS to customise the Model EAC Civil Aviation Regulations	Model EAC Civil Aviation Regulations customised	Approved RSS CAA Regulations	x	x				DT	251,750
					4.1.1.6	Assist RSS carry out stakeholder engagement on the customised draft Civil aviation act and Regulations	1 stakeholders engagement meeting on Regulations conducted	Draft RSS CAA Regulations		x				DT	13,050
					4.1.1.7	Sensitisation of RSS Inspectors on Civil Aviation Regulations	1 Inspectors sensitisation meeting on Regulations conducted	Sensitisation report	x					DT	36,200
					4.1.1.8	Assist RSS to customise the Model EAC TGMs	Model EAC TGMs Customised	Approved TGMs		x	x			DT	381,600
					4.1.1.9	Sensitisation of RSS Inspectors on Civil Aviation TGM	1 Inspectors sensitisation meeting on TGM conducted	Draft TGMs		x	x			DT	36,200

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
	4.2	Establishment and implementation of State Safety Programmes/ Safety Management Systems	4.2.1	Mature SSP in PS that have achieved 60% of EI of Safety oversight systems	4.2.1.1	Convene working group meetings for SSP Coordinators on model SSP to implement the Regional Roadmap	2 meetings for SSP Coordinators on model SSP convened	Working Group meeting Reports	X	X	X	X	X	DT	34,500
					4.2.1.2	Convene Working Group Meetings for SSP/SMS Experts to Identify the Regional Operational Safety Risks and develop a Regional Risk Register and mitigation strategy	Regional Risk Register and mitigation strategy developed	Working Group meeting report	x	x	x	x	x	DT	207,000
					4.2.1.3	Continuously monitor implementation of SSP/SMS in the Partner States	SSP/SMS in PS implemented	Implementation Report	x	x	x	x	x	DT	121,500
					4.2.1.4	Conduct annual workshops on SSP/SMS implementation	1 workshop conducted annually	Workshop report	x	x	x	x	x	DT	25,000
	4.3	Maintain an effective civil aviation law and implementing	4.3.1	Up to date and appropriate Civil Aviation Acts	4.3.1.1	Convene working group meetings of legal and CAA Experts to review and Amend Partner	1 meeting held every year	Draft CAA Model Act	x	x	x	x	x	DT	103,500

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
		Standards and Procedures				States Civil Aviation Acts									
			4.3.2	Up to date and appropriate AIG Acts	4.3.2.1	Convene working group meetings of legal and AIG Experts to review and Amend Partner States Civil Aviation AIG Acts	1 meeting held every year	Draft AIG Model Act	x	x	x	x	x	DT	103,500
			4.3.3	Up to date regulations	4.3.1.1	Carry out workshops of CASSOA Experts to review and amend existing Model EAC Regulations in line with ICAO Annexes	2 Workshops of CASSOA Experts conducted annually	Workshop reports	x	x	x	x	X	DT	170,000
			4.3.4	Updated Civil Aviation Regulations	4.3.4.1	Convene working group meetings of Drafters, legal and CAA Experts to review and Amend Civil Aviation Regulations	Reviewed Draft Model EAC Civil Aviation Regulations	Working Group meeting report	x	x	x	x	x	DT	446,000
			4.3.5	Updated Civil Aviation Technical	4.3.5.1	Convene working group meetings of CAA Experts to	Reviewed Draft Model EAC TGMs	Working Group meeting report	x	x	x	x	x	DT	452,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
				Guidance Materials		consider, review and develop Model EAC TGMs									
	4.4	Implement sustainable oversight systems	4.4.1	Evaluate Safety Oversight system in Partner States	4.4.1.1	Carry out technical missions to the Partner States to evaluate the State safety oversight system	1 Technical Mission to each Partner State annually	Back office report	x	x	x	x	x	DT	405,000
			4.4.2	Prepare Corrective Action Plans and ICAO plans of action	4.4.2.1	Conduct Technical Missions to Support Partner States in preparing and implementing corrective action plans and ICAO Plans of action	1 Technical Mission to each Partner State annually	Back office report	x	x	x	x	x	DT	606,000
			4.4.3	Undertake five phase certification process in PS	4.4.3.1	Support Partner States in the five-phase certification process	1 Mission to each Partner State annually	Back office report	x	x	x	x	X	DT	300,000
	4.5	Develop and implement CAP from USOAP and USAP Audits	4.5.1	Review and categorise ICAO Audit findings.	4.5.1.1	Convene Workshop to review and categorize findings related to ICAO Audits in Partner States	1 workshop for CASSOA Experts held annually	Workshop report	x	x	x	x	x	DT	84,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
			4.5.2	Review common AVSEC USAP CMA findings	4.5.2.1	Convene working group meeting of AVSEC experts for the AVSEC Experts to review common AVSEC USAP CMA findings.	1 meeting held every year	Working group reports	x	x	x	x	x	DT	103,500
			4.5.3	Review Common ICAO Audit findings	4.5.3.1	Convene working group meeting of CAA experts to review common ICAO Audits findings	1 meeting held every year	Working Group meeting report	x	x	x	x	X	DT	225,230
	4.6	Establish and Maintain strategy to respond to ICAO State letters	4.6.1	Develop common responses by Partner state to ICAO State letters	4.6.1.1	Convene working group meetings of NCMCs to Develop and implement a mechanism and procedure for tracking ICAO state letters to coordinate and achieve a common regional position	Mechanism and procedure for tracking ICAO state letters developed	Approved mechanism and procedures	x	x	x	x	x	DT	34,500
	4.7	Promote a common Aviation Personnel Licensing System in the Region	4.7.1	Implement automatic system for validation of PEL	4.7.1.1	Conduct meetings of the implementation Committee on Automatic Validation of PEL	Activities in the roadmap completed	Meeting reports	x	x	x	x	x	DT	69,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					4.7.1.2	Conduct Working Group meetings for Experts to Review and update mutual recognition procedures and mechanisms among Partner States	Mutual recognition procedures and mechanisms among Partner State updated	Recognition procedures and mechanisms report	x	x	x	x	x	DT	103,500
					4.7.1.3	Conduct surveillance Missions in Partner States by Implementation Committee for Experts to ensure the continued implementation of the common licensing regulations and Procedures in Partner States	Surveillance missions to Partner States conducted	Surveillance Mission reports	x	x	x	x	x	DT	486,000
					4.7.1.4	Technical Mission to Partner States to monitor the implementation of the harmonized Examination System in all categories of Personnel Licensing examinations	Harmonised Examination system in all categories in PS monitored	Operational harmonised examination system	x	x	x	x	x	DT	486,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
						and Practical Skill tests (FCL, AMEL and ATC)									
					4.7.1.5	Develop, review and finalize Formal Agreement on automatic validation of PEL	Finalised Formal Agreement	x	x					DT	17,400
	4.8	Enhance the Examination system for Aviation Personnel licenses in the Region	4.8.1	Increase the number of questions in the EAC Examination Databank	4.8.1.1	Boost examination bank through acquisition of additional examination questions for AMEL, ATC, FCL, Flight Operations and Cabin Crew annually	10,000 additional Questions procured annually	Sets of questions in the data bank	x	x	x	x	x	DT	500,000
			4.8.2	Validate and upload 10,000 additional Questions in the system annually	4.8.2.1	Convene EAC Examinations Pool of Experts meetings to validate FCL, AMEL, ATC, Flight Operations and Cabin Crew questions for the EAC examination system	Validated and updated Examination System	Set of validated Examination questions in the system	x	x	x	x	x	DT	258,750

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
	4.9	Assist PS to minimize the spread of communicable disease through air travel	4.9.1	Public Health Emergency preparedness in all Major International Airports in the Region	4.9.1.1	Carry out Technical Assistance visits for monitoring and evaluation of the Implementation of the CAPSCA Project in PS major International Airports	Major International Airports fully prepared for public health emergency response	Technical mission reports	x	x	x	x	x	CAM	87,000
	4.10	Establish Aeromedical Specialist Appeal and Referral Panel	4.10.1	Institute an aeromedical specialist Appeal and Referral Panel	4.10.1.1	Constitute and operationalize of a functional Aeromedical Specialist Appeal and Referral Panel	Aeromedical specialist Appeal and Referral Panel constituted.	Functional Aeromedical specialist Appeal and Referral Panel	x	x	x	x	x	CAM	43,500
	4.1	Enhance compliance with ICAO SARPS in Aviation Medicine	4.11.1	Maintain compliance with ICAO SARPS	4.11.1.1	Carry out technical missions to the Partner States to evaluate the status of implementation of Regulations related to Aviation Medicine	Effective implementation level achieved	Technical mission reports	x	x	x	x	x	CAM	67,500

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					4.11.1.2	Conduct Technical missions to Partner States to assess and review AvMed related ICAO USOAP findings and provide guidance on the development of Corrective Action Plan.	Effective implementation level achieved.	Technical mission reports	x	x	x	x	x	CAM	67,500
															6,467,580
5: Facilitate technical capacity building in the Partner States	5.1	Establish MoCs with accredited Aviation Training Service Providers	5.1.1	Access to accredited training courses	5.1.1.1	Establish and maintain cooperative arrangements for training services with accredited training service providers	MoCs concluded	MoCs	x	x	x	x	x	ED	40,000
	5.2	Develop Capacity for the implementation and maintenance of SSP/SMS	5.2.1	Qualified and competent inspectors in SSP/SMS	5.2.1.1	Coordinate relevant training for Partner States Inspectors to enhance Operation Safety Risk Management	1 training provided annually	Training Report	x	x	x	x	x	DT	180,000
					5.2.1.2	Train EAC inspectors in ECCAIRS	1 training provided annually	Training report		x	x	x	x	DT	180,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
	5.3	Enhance examination skills for EAC Examination Pool of Experts	5.3.1	Qualified and skilled EAC Examiners	5.3.1.1	Coordinate the training of EAC examination Pool of Experts in setting and validating examination questions for FCL, AMEL, ATC, Flight Operations and Cabin Crew in the EAC examination system	1 training provided annually	Training report		x	x	x	x	DT	120,000
	5.4	Enhance Inspectors qualifications and skills development	5.4.1	Qualified and competent inspectors in Partner States	5.4.1.1	Coordinate initial and refresher training on ITS for inspectors	1 training provided annually	Training reports		x	x	x	x	SITO	71,250
					5.4.1.2	Convene a WG meetings of inspectors to customize ITS for AGA, ANS and AVSEC	ITS for AGA, ANS and AVSEC customised	Working Group meeting report		x		x		SITO	20,700
					5.4.1.3	Coordinate and carry out sensitization workshop for inspectors on the Acts, regulations and technical guidance materials to enhance harmonization	1 sensitization workshop for inspectors on the Acts, regulations and technical guidance materials conducted annually	Workshops reports		x	x	x	x	DT	60,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					5.4.1.4	Coordinate Workshop for Inspectors on Safety Assessment of Foreign Aircraft	1 workshop held annually	Workshops reports		x	x	x	x	DT	30,000
					5.4.1.5	Train EAC inspectors on ATO Certification	One training provided after every two years	Training reports			x		x	DT	216,000
					5.4.1.6	Train EAC inspectors on DGR Oversight, Cabin Safety Oversight, Resolution of Safety Concerns and Special Operations (PBN, AWO, EDTO, EFB, RVSM, IET)	3 trainings provided every year	Training reports		x	x	x	x	DT	540,000
					5.4.1.7	Conduct workshop for Drafters, CAA Inspectors and Legal Experts on Legal processes relating to State Safety Oversight System	1 workshop held annually	Workshops reports		x	x	x	x	DT	30,000

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
					5.4.1.8	Organize and coordinate training for experts in the region (Wildlife Hazard Management, Aerodrome Emergency Planning, Aeronautical Studies and Risk Analysis, Obstacle Limitation Surfaces and Aerodrome Safeguarding, Runway Safety)	1 training held annually	Training reports	x	x	x	x	x	DT	207,000
					5.4.1.9	Organize and coordinate AVSEC training for AVSEC inspectors in the region	1 training provided after every two years	Training Report	x		x		x	DT	47,500
	5.5	Enhance knowledge and skills in Civil Aviation Medicine	5.5.1	Build capacity for Aviation Medicine Experts	5.5.1.1	Coordinate ICAO based Aviation Medicine training for aviation medicine experts in the Region	1 training conducted annually	Training Report	x	x	x	x	x	CAM	83,800

Strategic Objective		Strategic Initiative		Target		Activities	Key Performance Indicators (KPIs)	Means of verification	YR 1	YR 2	YR 3	YR 4	YR 5	Responsible Office	Budget (USD)
				5.5.1.2		Coordinate medical training programmes with CAAs for Airport stakeholders on Communicable diseases, rapid response training for designated international airports in the region	One training conducted per annum per state	Training Reports		x	x	x	x	CAM	71,250
															1,897,500
															17,124,480