



Interim SADC AVIATION SAFETY ORGANISATION (iSASO) STRATEGIC PLAN

**FOR THE FIVE YEARS PERIOD
FROM: 2023/2024 - TO: 2027/2028**

Produced by: iSASO Secretariat

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ABBREVIATIONS

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

The Southern African Development Community (SADC) is a Regional Economic Organisation consisting of sixteen (16) member states; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic Tanzania, Zambia and Zimbabwe.

The aviation sector plays a vital part in contributing to the economies of the SADC Member States. Air transport is increasingly becoming the preferred mode of transport for the movement of people and goods into and out of the SADC region, and within the SADC Member States, for purposes of tourism and trade in particular.

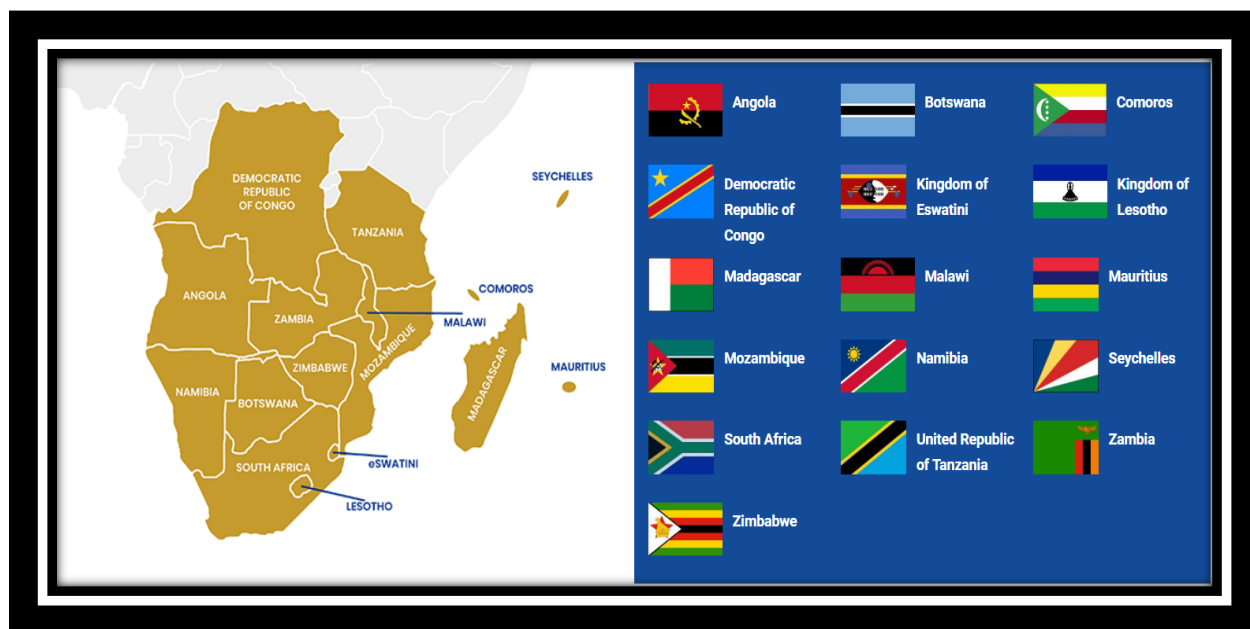
The SADC Protocol on Transport, Communication and Meteorology requires Member States to harmonise their policies and procedures on civil aviation and foster the development of International Civil Aviation through cooperative arrangements.

SADC Member States have found it imperative to establish a regional organisation responsible for enhancing the safety of civil aviation in the regional bloc. This follows the inadequacy of skilled, qualified and competent technical experts from within Member States to fulfil their safety obligations, respectively and contribute to the safety requirements of the Region.

The aim of the SADC Aviation Safety Organisation (SASO), established under the Principle of Subsidiarity, is to promote the safe and efficient use and development of civil aviation within the SADC Region. A Secretariat is established to facilitate day to day operations. It is a legal entity hosted by the Kingdom of Eswatini and observing its laws of the Kingdom.

The principle of subsidiarity, approved by the SADC Council of Ministers at its meeting held in Grand Baie, Mauritius, in August 2004, is a cost-effective means that promotes accountability and sustainability. It is in line with the SADC Treaty, which provides for the involvement of the people of the SADC Region and key stakeholders in the process of regional integration.

SADC Member States



Source: SADC.INT

1.2 OBJECTIVES

As stipulated in Article 6 of the SASO Charter, the objectives of the SASO are to:

- Promote the safe and efficient use and development of civil aviation within and outside the Member States;
- Assist the Member States in meeting their safety oversight obligations and responsibilities under the Convention on International Civil Aviation signed in Chicago on 7 December 1944 and its safety-related Annexes and Documents;
- Promote the implementation of industry best practices within the Member States;
- Develop a regional system and assist Member States in aircraft accident and incident investigation; and
- Sustain the management of SASO in general administration, operations including human resource optimization and finance

1.3 RATIONALE FOR DEVELOPING/FORMULATING THE STRATEGIC PLAN

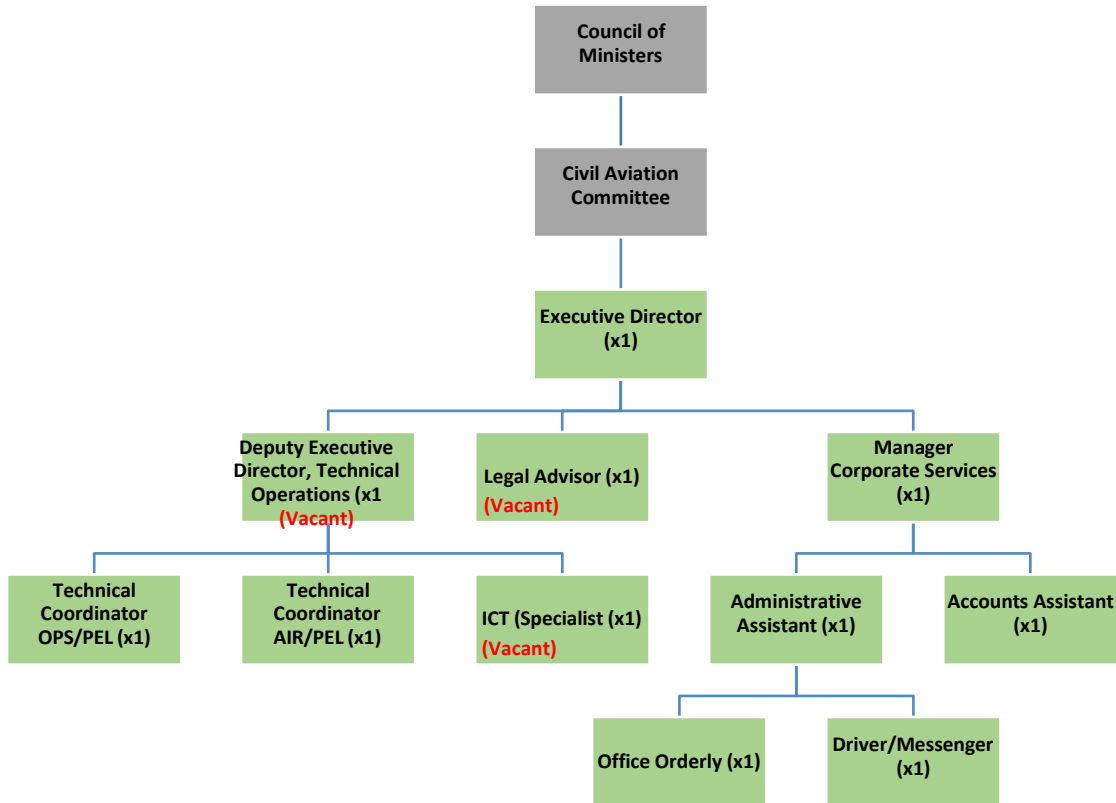
This Strategic Plan establishes the SASO's Strategic Goals and Objectives, and initiatives for the fiscal years 2023-2028. It seeks to achieve the aspirations of the Global Aviation Community as enshrined in the Global Aviation Safety contributing towards an enabling environment to facilitate movement of goods, services, capital and human capacity within the SADC region.

The factors that necessitated the preparation of the First Strategic Plan are as follows:

- (a) Expiry of the SASOs work plan that ends in 2023 and the need for a Strategic Plan for 2023-2028;
- (b) To provide Strategic Direction for the SASO for the next five years;
- (c) To establish synergies of the SASO's goals and priorities with the Global and Regional aviation Safety Plans;
- (d) To cope with the recent and emerging development in the Civil Aviation Industry; and
- (e) To improve the performance of the SASO by developing and implementing appropriate strategies.

1.4 INSTITUTIONAL ARRANGEMENTS

1.4.1 iSASO Organisational Structure



1.5 APPROACH AND METHODOLOGY

1.5.1 The preparation of Strategic Plan was an all-inclusive and participatory process that involved desk reviews of existing documents and reports, discussions on the various strategic themes, as well as consultations within the SADC Member States. The consultative and participatory approach involved the following:

- Member States participation through nominated experts to consolidate proposed strategic direction through a workshop held in Eswatini from 24th to 27th October, 2022;
- Assessment of both internal and external operating environment, and expectations of stakeholders; and

(c) Review of the work plan, annual reports and the Corporate Score Card.

1.5.2 For the purpose of deriving a forward-looking Strategic Plan, the following areas were covered:

- (a) A concise mapping of past performance and lessons learnt;
- (b) Current situation; Strengths, Weaknesses, Opportunities and Threats (SWOT);
- (c) Stakeholder analysis;
- (d) Review of SASO's intent related to its mandate and recent developments in the Aviation industry;
- (e) Review of SASO's, vision, mission and core values;
- (f) Development of clearly defined strategic goals and objectives to be achieved during the next five years and the strategies and activities to be undertaken to achieve those objectives; and
- (g) Monitoring and Evaluation Framework

CHAPTER 2

SITUATIONAL ANALYSIS

2.1 REVIEW OF THE IMPLEMENTATION OF THE WORK PLAN

2.2.1 The table below shows the status in implementation of the 2020-2023 ISASO Work Plan as at 30th September 2022:

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations
1.	Rationalisation of SASO administrative and operational arrangements to ensure compliance with GASOS level II performance	10 out of 16 States have signed.	Non-responsiveness of Some States to ISASO correspondence.	Lack of appreciation by Some States on the benefits of SASO.
			The 11 th member state remains on the brink of signing due to the ongoing internal consultations.	Lobby the 11 th Member State to finalise its internal consultations and sign so that the 2/3 requirement is met to operationalise SASO.
2.	Rationalisation of SASO administrative and operational arrangements to ensure compliance with GASOS level II performance	The Host Agreement (HA) was signed in February 2022. associated with the MOU	The HA was signed more than 2 years late.	The HA validity period should be open to cater for any delays.

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations
3.	Administration of SASO operations, human capital development and resource optimization. Recruitment of Remaining iSASO	5 officials recruited for the positions of Interim Executive Director, Manager Corporate Services, Technical Coordinator AIR/PEL Technical Coordinator OPS/PEL and Accounts Assistant.	Sustainability of funding	Options to recruitment being considered
4.	Administration of SASO operations, human capital development and resource optimization.	Approval granted by Civil Aviation Committee (CAC) on considering alternative options to recruit through part time and secondment.	Sustainability of the position funding	Other options of engagement such as parttime and secondment of staff could be used.
		Adverts were posted.	Lack of responses to the adverts.	
5.	Sustainable funding of	Payment plans were entered into with States	Some States unresponsive to SASO correspondences.	States should be given flexible payment options. Use the CAC meeting to disseminate correspondences to member states through the representatives
	SASO operations			
6	RSOOs to establish a pool of investigators			Waiting on project details to be finalized by EASA.
7.	Rationalisation of SASO administrative and operational arrangements to ensure compliance with GASOS level II performance	Secured financial assistance from EASA for the strategic planning workshop.	There were no previous plans before.	To use States expertise.

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations
8.	Administration of SASO operations, human capital development and resource optimization.	Automated the accounting system.	Delays in engagement of fulltime staff.	Increase efforts to engage and secure full time staff
9.	Administration of SASO operations, human capital development and resource optimization.	Automated the payroll system.	Delays in engagement of fulltime staff.	Increase efforts to engage and secure full time staff Periodic training of staff to keep up to date with systems upgrades.
10.	Administration of SASO operations, human capital development and resource optimization.		Delays in the implementation of the SASO Charter provisions.	Implementation of the provisions in the SASO Charter is feasible after the signature by two thirds of the Member States.
11.	Administration of SASO operations, human capital development and resource optimization.	Automated the accounting and payroll systems		The accounting roles over recoding, authorisation and payment should be segregated,
12.	Administration of SASO operations, human capital development and resource optimization.	2019/20 and 2020/21 audits completed.	The backlogs of audits for the previous years.	The backlogs create confusion when presenting the audit reports.
13.	Administration of SASO operations, human capital development and resource optimization.	The offices furnished.		

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations
14.	Administration of SASO operations, human capital development and resource optimization.	All staff and assets have adequate risk cover.		Non-existence of the scheme is a huge financial risk to ISASO.
15.	Administration of SASO operations, human capital development and resource optimization.	Signatories to the Panel updated.	Audit queries arise when executives from ESWACAA leave without notification to ISASO.	Continuous verification and updates of panel of signatories.
16.	Administration of SASO operations, human capital development and resource optimization.			
			Low response rate from Member States	
		NSIs participating in Technical Committee meetings as ASWG	Low responses from the States.	Technical correspondences should be directed to technical focal persons.
		TC workshop updates provided as they occur.	Unstable internet connections.	Own independent domain is required.
17.	Administration of SASO operations, human capital development and resource optimization		Delays in signature to the SASO Charter.	Follow up with the CAAs of Mauritius and DRC.
18.	Administration of SASO operations, human capital development and resource optimization	Awareness session conducted.	Some Member States still need to be oriented on the benefits of being a signatory to iSASO.	Periodic updates required to cater for staff turnover at the CAAs.

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations	
19.	Review generic regulations and procedures (inspector's guidance materials) through SASO Technical Committees / Aviation Safety Working Group (ASWG)	Three workshops held. Progress of drafting Regulations now at 80%. Target completion November 30, 2022.	Drafting progress mainly visible when inspectors are here. Once inspector return to their offices, ordinary day to day activities take priority	Consider increasing workshop days to maximise the productivity.	
20.	Expand SGRs and SGPs to AGA and ANS	Three workshops held. Progress of drafting Regulations now at 80%. Target completion November 30, 2022.	Drafting progress mainly visible when inspectors are here. Once inspector return to their offices, ordinary day to day activities take priority	Consider increasing workshop days to maximise the productivity.	
21.	Establish a mechanism to keep up-to-date the regulatory environment and notify differences to ICAO	To be considered in the next strategic planning period.			
22.	Review generic procedures (inspector's guidance materials) through SASO Technical Committees / Aviation Safety Working Group (ASWG) /	Still pending	Still pending	Still pending	
23.	Establishment of SASO pool of safety inspectors;	Completed December 2021	Trained inspector removed.	Engage States that are not represented to nominate officials.	

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations	
24.	Organise regulation familiarisation training sessions for SASO NSIs	TC1 and TC2 workshops accomplished. Participation of NSIs in the workshop has been commendable	Inspector s unavailable for the workshop.	A wider pool of experts required.	
25.	Provide assistance for Member States to implement regional safety targets	Provided assistance to Botswana, Eswatini and (in collaboration with AFCAC to Zimbabwe)	State did not respond to the offer for assistance.	SASO should consider a model where it covers all expenses for the assistance	
26	Provision of training services to member States & Collaborate with International Safety Partners	Dangerous goods, resolution of safety and train the trainer courses provided.	Long waiting periods for OJT		
27	Gap-analysis – Training needs assessment	To be determined through questionnaires submitted by member states for the strategic meeting	Low responses from the States		
28	Providing ICAO GAT TrainAir Programmes and TrainAir Plus training initiatives - Instructor		To be considered in the next strategic planning period.	Activity deferred	

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations	
29	Development of initiatives which are harmonized with relevant stakeholders in all areas of aviation safety and at other international and regional forums	Benchmarking conducted.		Internal development of strategic plan.	
30	Development of initiatives which are harmonized with relevant stakeholders in all areas of aviation safety and at other international and regional forums. Signature of EAC-CASSOA MoC	Invited to the workshop on harmonisation of regulation.	Due to other commitments SASO did not participate.	To explore the IT support that BAGASO provides.	
31	Development of initiatives which are harmonized with relevant stakeholders in all areas of aviation safety and at other international and regional forums. Signature of AFCAC MoC	Assistance missions carried out and some to be carried out as per the plans.	Increased coordination required to reduce any duplication of roles between RSOO and AFCAC		

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations	
32	Development of initiatives which are harmonized with relevant stakeholders in all areas of aviation safety and at other international and regional forums. Participate in ICAO-EASF, ICAO-AFI, ICAO and AFCAC meetings	Participated in the meetings held.			
33	Participate with other AFI RSOOs as observers in PSCs and EU-ASA Project steering committee meetings	Participated in the meetings held.		RSOOs should not be observers	
34	Participate in the Steering Committee Meetings for the EASA ASSP III Project funded by the European Delegation to Zambia 3 x EASA ASSP II Steering Committee (PSC) – PSC	Still pending			
35	Working with EU-EASA Experts to develop Regional State Safety Plan	Deferred	Not included in the EASA budget	To be included in the next Strategic Plan.	

Item Item No.	Key Priority Area	Achievement	Challenges	Lessons learnt / Recommendations	
36	Establish a mechanism to keep up-to-date the regulatory environment and notify the differences to ICAO	Deferred	Not included in the EASA budget	To be included in the next Strategic Plan.	
37	SADC Generic Regulation familiarisation	Pending	Not included in the EASA budget	EASA reconciliation of the budget to actual required periodically.	
38	ICAO, Regional Organisations and International Safety Partner projects/ GASOS facilitated	Self- assessment submitted to ICAO.	The GASOS is still under development		
39	Continuing training and qualification of NSIs. ASWG / NSI Indoctrination Training: follow-up action after EU-ASA Project activity for establishment of SASO-NSI	Ongoing			
40	SASO Indoctrination Training.	Currently all the new staff and NSI members were inducted	Periodic trainings required to cater for exists and new entries		

2.2 GLOBAL AVIATION INDUSTRY OVERVIEW

The global economy is facing two simultaneous and wholly global systemic crises: climate change and the COVID-19 pandemic. On top of that, the conflict in Ukraine and the shock wave effects it's having on the rest of Europe and the World, adds to human suffering and economic challenges. These constitute important headwinds for the global economy and for aviation and will dampen GDP growth in the near as well as in the long term. According to the International Air Transport Association (IATA) prior to the outbreak of the conflict between Russia and Ukraine on 24 February 2022, GDP was expected to grow around 4-4.5% globally this year. Today, a growth rate in the vicinity of 3% appears more likely, and the probability of a global recession is still low. However, we can expect Russia's economy to contract by around 10% this year, and Ukraine's could shrink by 50%. Moreover, the US economy contracted by 0.35% in the first quarter of 2022 compared to the fourth quarter of 2021, the euro area's GDP growth slowed to 0.2% on the same basis, and China's will be heavily impacted in the second quarter of 2022 because of the extensive COVID-related lockdowns that were imposed in April this year. Clearly, the risks to GDP growth are skewed to the downside this year and next.

On the other hand, rising jet fuel prices and rising sea levels – along with extreme weather events – imperil airlines' near-term profitability, aviation infrastructure, and global connectivity. The international air transport sector's commitment to net-zero CO₂ emissions in 2050 – the first industry-wide commitment of its kind - is of existential importance to the industry and to prospects of realizing a future global economic model which is sustainable, inclusive, and prosperous. Until actual progress is realised towards the goals of the Paris Agreement¹, climate change and its multiple consequences will in all probability weigh on the global potential growth rate.

The pandemic is the greatest challenge the aviation industry has ever faced, making previous shocks such as the 1979 oil-price crisis, the Gulf War, 9/11 Terrorist attack,

¹ The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at COP 21 in Paris, on 12 December 2015 and entered into force on 4 November 2016. Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels.

and the Global Financial Crisis look like minor incidents in comparison. The pandemic erased essentially 20 years of gains in passenger traffic in one sudden move. Compared to our pre-pandemic forecast the “lost” travel between 2020 and 2022 is equivalent to 1.8 times the achieved RPKs in 2019. In 2040, if the current forecast is realized, traffic would still be 6% below the pre-pandemic forecast, highlighting the long-lasting effect of this historic crisis.

2.3 ICAO INITIATIVES OVERVIEW

(a) ICAO GASP

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. At its 41st Assembly, ICAO approved the latest 2023-2025 GASP which focusses on addressing the impact of global aviation disruption events on aviation safety and the need for resilience. The overall purpose of the GASP is to guide the harmonized development of regional and State safety planning. The GASP seeks to assist States and regions in their respective safety policies, planning and implementation by:

- (1) establishing the global safety priorities and GASP objectives;
- (2) providing a planning framework, timelines and guidance material;
- (3) presenting implementation strategies and a global aviation safety roadmap to address the procedures and methods to achieve the GASP objectives and set specific priorities at both State and regional levels as well as the role of industry partners; and
- (4) SASO aims to work inside this framework to support its Member States to achieve their State Safety Plan requirements.

(b) Doc. 9734 Safety Oversight Manual, Part B — The Establishment and Management of a Regional Safety Oversight Organization

2.4 SADC AVIATION INDUSTRY OVERVIEW

The SASO currently has Ten members out of the Sixteen SADC Member States who are signatories to the Charter. The Ten Member States are, Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, United Republic Tanzania, Zambia and Zimbabwe. All the Ten Members are signatories to the Chicago Convention, and are members of the International Civil Aviation Organisation (ICAO), which is a specialised agency of the United Nations (UN). ICAO 'works with the Convention's 193 Member States and industry groups to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector. All the Members are obliged to ensure that they are meeting their ICAO obligations and seek support from SASO to do so.

There has also been a lot international discussion recently around Regional Safety and Security Oversight Organisations (RSOO). ICAO views strong RSOOs as being incredibly beneficial to the regions that they work in and the Members that they support. ICAO is looking to formally recognise RSOOs in three separate categories which are:

- (a) Level 1 RSOO – Basic advisory and consultative assistance;
- (b) Level 2 RSOO – Operational assistance; and
- (c) Level 3 RSOO – Certifying agency.

This presents an opportunity for SASO to be recognised as a Level 2 RSOO if this strategic plan is successfully implemented. However, iSASO notes that the GASOS programme is still under review by ICAO and may completely change.

Broader ICAO movements include the Global Aviation Safety Oversight System (GASOS) which links in with the recently approved 2023-2025 edition of the Global Aviation Safety Plan (GASP) at the ICAO 41st Assembly as well as Regional and State Safety Plans. SASO therefore needs to have a strong relationship and constant dialogue with ICAO to ensure that it is keeping its Members informed of international activities and that their obligations are met.

The current effective implementation rates in the SADC region are presented below:

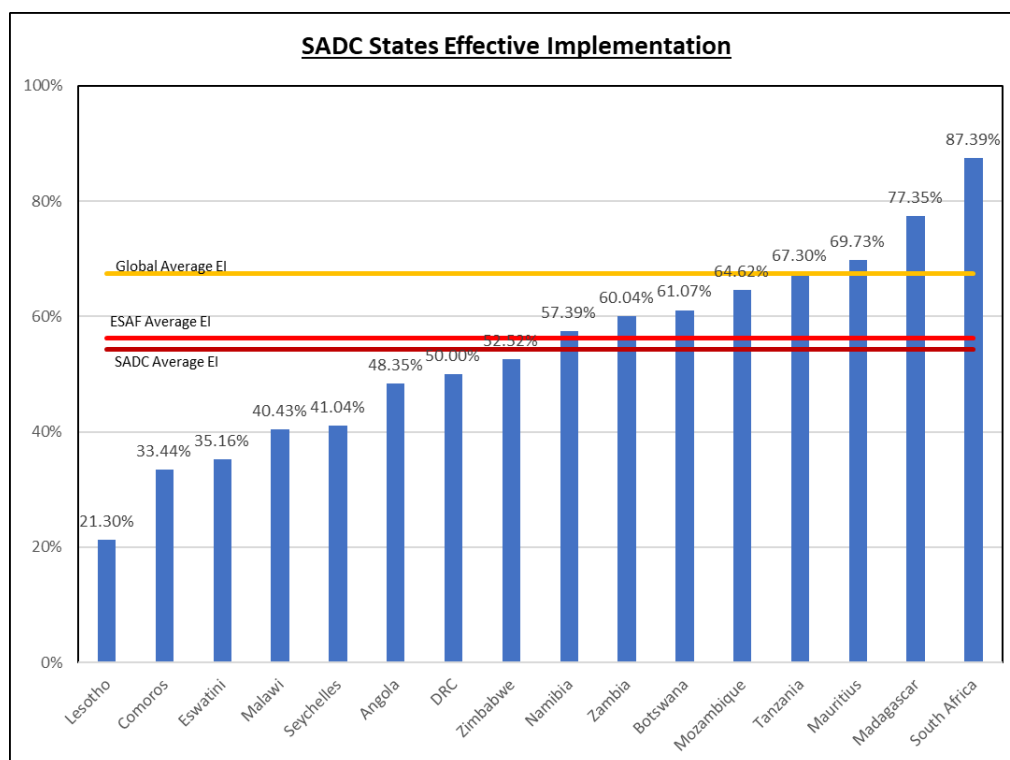


Figure 1 - SADC USOAP EI Performance

According to the ICAO CMA Online Framework as of October 2022, 75% of the SADC states have EI's that are below the world's average. Further, 9 out of the 16 member states are still lower than the 60% EI that is set in the Abuja Safety Targets. The current version of the GASP requires states to have achieved 75% EI by the end of 2024. That means 14 out of the 16 SADC states will be required to considerably improve their EIs within the next two years.

The figure below shows the distribution of this performance by audit area and critical element.

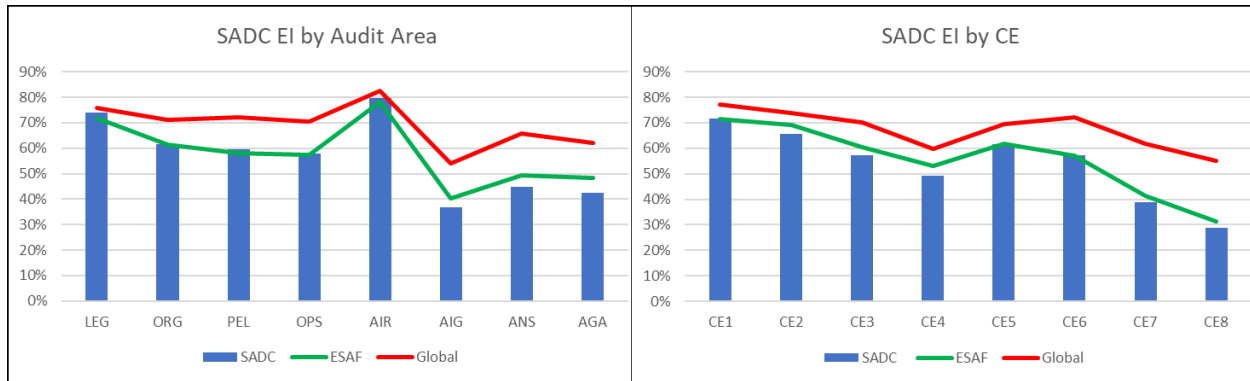


Figure 2 - SADC EI by Audit Area and Critical Element

Excluding the AIG, the areas of ANS and AGA have the lowest EI in the region. The area of OPS also has a low EI in the aviation safety related areas. Training (CE-4), Surveillance (CE-7) and Resolution of Safety Issues (CE-8) are the critical elements that require the most attention in the region.

2.5 SWOT ANALYSIS

The strategic planning process was guided by a detailed review of the internal and external environment, which enabled the ISASO to conduct a SWOT analysis. A summary of the ISASO's SWOT analysis is presented below:

STRENGTH	WEAKNESS
<p>(a) Good Governance</p> <ul style="list-style-type: none"> i. Review of the 2020-2022 indicates some on-time reporting of annual reports etc. ii. Periodic reporting to CAC <p>(b) Largest RSOO (membership)</p> <ul style="list-style-type: none"> i. 16 Membership 10 signatories ii. 8 Members states above the SADC average Effective Implementation (EI) level iii. Working relationship with Republic of South Africa (RSA) to other member states on addressing safety issues. <p>(c) Cooperative Arrangements with RSOOs</p> <ul style="list-style-type: none"> i. Three (3) Memorandum of Cooperations (actively effective) BAGASSO, CASSOA & AFCAC 	<p>(a) Limited Powers of Enforcement</p> <ul style="list-style-type: none"> i. Operationalisation of SASO Charter remains outstanding with 2/3 requirements not fulfilled ii. Eight (8) Member states remain short of achieving the SADC average Effective Implementation (EI) level iii. Limitation of enforcement results in prolonged action by Member States <p>(b) Poor Coordination & Communication</p> <ul style="list-style-type: none"> i. Lack of awareness by member states (Aeronautical Authorities & Military) of SASO's role in the area of Search and Rescue ii. Lack of safety promotion and information sharing (operational safety risk, GASP) iii. Membership of SASO is multi-lingual. Communicating to member states with

STRENGTH	WEAKNESS
<p>(d) Cooperative arrangements with Partners</p> <ul style="list-style-type: none"> i. European Aviation Safety Agency, Federal Aviation Agency & Airbus ii. Capacity building initiatives 	<p>information has proven difficult due to different levels of understanding English</p> <p>(c) Limited human resource capacity</p> <ul style="list-style-type: none"> i. No SASO employed inspectors ii. Limited number of national safety inspectors (NSI) disposable to SASO from member states iii. Limited number of specialised experts, disposable to SASO from member states <p>(d) Limited source of financial resources</p> <ul style="list-style-type: none"> i. SASO reliant on member state contributions, donor partner assistance which is not sustainable in the long run for its operations

OPPORTUNITIES	THREATS
<p>(a) Availability of Human Resources</p> <ul style="list-style-type: none"> i. Access to aviation experts within Member States ii. Full and adequately trained NSIs <p>(b) Availability of Technical & Financial Resources</p> <ul style="list-style-type: none"> i. Access to resources from Development Partners ii. Partners: - Common Market for Eastern and Southern Africa, East African Community, Southern African Development Community, Intergovernmental Authority on Development <p>(c) Enhance Cooperation</p> <ul style="list-style-type: none"> i. Build cooperation with Member States through agreements, MoUs, meetings & workshops ii. Seek support from Aviation Strategic Partners (ICAO, AFCAC, EASA, FAA) iii. Participation in Global Aviation fora influencing ICAO Council decisions e.g., RSOO, GASOS Study Group iv. Collaborate with other RSOOs and organizations and use the pool of experts from Member State 	<p>(a) Declining safety levels</p> <ul style="list-style-type: none"> i. Member States attracting Significant Safety Concerns ii. African aviation market perceived of poor safety record iii. Reduced aviation activity due to Low Effective Implementation <p>(b) Industry demand's specialised Human Resources</p> <ul style="list-style-type: none"> i. Rivalry for Talent/Qualified Inspectors <p>(c) Outbreaks of Communicable Diseases and Pandemics</p> <ul style="list-style-type: none"> i. Resurgence of COVID-19 ii. Cholera iii. Ebola <p>(d) Change in Government Priorities</p> <ul style="list-style-type: none"> i. Resulting in delayed action by member states to subscribe to SASO membership <p>(e) Technological Advancement</p>

OPPORTUNITIES	THREATS
<p>(d) Achieve Regional Safety Ambitions</p> <ul style="list-style-type: none"> i. Improve EI to above 60% ii. Participation in Global Aviation fora influencing ICAO Council decisions e.g., RSOO, GASOS Study Group iii. Harmonise regional regulations and standards iv. Provide Multilingual experts from Member States 	<ul style="list-style-type: none"> i. Fast paced technological and innovation leading to difficulties to provide model regulatory frameworks for effective oversight <p>(f) Sustainability</p> <ul style="list-style-type: none"> i. Overly Dependency of Donor Funding ii. Non-Payment of Membership Fees iii. Instability of the global economic conditions (oil prices, recession, weak economic growth)

2.6 STAKEHOLDER ANALYSIS

2.6.1 Supporting Organisations:

- International Civil Aviation Organisation (ICAO);
- Southern African Development Community (SADC);
- European Union (EU) / European Aviation Safety Agency (EASA) ;
- African Civil Aviation Committee (AFCAC) /Africa Indian Ocean Cooperative Inspectorate Scheme (AFI-CIS);
- Federal Aviation Administration (FAA) / United States Department of Transport (USDOT); and
- Regional Safety Oversight Organisations (RSOOs) / RSOO Cooperative Platform (RSOO-CP) (AFI and GLOBALTH

2.6.2 International Safety Partners:

ICAO, Regional Organisations and International Safety Partners – SASO Participates actively in the:

- EASA activities of the EU-funded “EU-ASA” 3-year project;
- Airbus-funded Aircraft Safety projects for capacity building;
- ICAO activities as required;
- RSOO-CP activities; and
- US DOT/FAA Establish additional relations at International aviation events Technical Committee Meetings and associated Specialised Sub-Committees:

2.7 EXPECTATIONS AND ASSUMPTIONS

2.7.1 Expectations

This strategic plan seeks to fulfil the following expectations:

- i. To produce a measurement-managed strategy with clear targets; and
- ii. To define the ISASO strategic direction and strategic objectives and ensure they are understood by all stakeholders.

2.7.2 Assumptions

The strategic plan is based on the following assumptions:

- i. The ISASO MOU with the Host Country is still valid/will be renewed;
- ii. Achieved 2/3 members state signatory to the Charter during the 2023-2028 strategic plan period; and
- iii. Financial resources to implement the strategic plan will be available.

CHAPTER 3

STRATEGIC FOUNDATIONS

3.1 VISION

To be the success driver behind SADC's achievement of ICAO Standards and Recommended Practices

3.2 MISSION

To encourage economic growth in SADC by ensuring that civil aviation safety standards are harmonised and implemented consistently in the Member States through the development of effective oversight systems.

3.3 CORE VALUES

The core values represent the attitudes, behaviors, and characters that will create an enabling environment for the successful implementation of the strategy as identified below:

- (a) Professionalism: The team members expected to be exceptional and in turn, contribute to the success of the organisation;
- (b) Accountability: To embrace measures that can ensure responsibility, ownership, and liability;

- (c) Transparency: Clear and traceable business practices supported by authentic business structures;
- (d) Learning culture: Creating organizational practices and processes that encourage employees and organizations to develop knowledge and competence; and
- (e) Respect for diversity: Understanding and recognizing each individual's uniqueness and differences.

3.4 STRATEGIC OBJECTIVES

- SSO-1: Strengthen States' safety oversight capabilities
- SSO-2: Improve State safety programmes (SSPs) within the SADC region
- SSO-3: Improve Financial Management
- SSO-4: Provide sound financial internal controls
- SSO-5: Facilitate member states to improve their EIs
- SSO-6: Harmonize/review related policies and procedures
- SSO-7: Improve operational efficiency of SASO
- SSO-8: Enhance stakeholder management
- SSO-9: Attract and retain competent staff
- SSO-10: Enhance human resource (technical) capacity of inspectors

3.5 STRATEGIC THEMES

3.5.1 Three strategic themes will be used in categorizing the strategic objectives as follows:

- i. Risk & Corporate Governance;
- ii. Operational Excellence; and
- iii. Improved Safety

3.5.2 Based on the above themes the strategic objectives are categorized as per the figure below:

Strategic Perspective	Strategic Theme		
	Improved Safety	Operational Excellence	Risk & Corporate Governance
Customer Perspective	Strengthen states' safety oversight capabilities		
	Improve SSPs within the SADC region		

Financial Perspective		Improved financial management	Provide sound internal financial controls
Internal Process Perspective	Facilitate member states to improve their EI	Harmonize/ review related policies & procedures Improve operational efficiency of SASO	Enhance stakeholder management
Learning & Growth	Improve human resource capacity of inspectors	Improve number of human resources in regional positions	

CHAPTER 4

PERFORMANCE MEASUREMENTS

Performance measurement of the Proposed Strategic Plan will be carried out initially by assessing attainment of each Strategic Objective to establish and determine actual deliverables under each Strategic Theme and Perspective. The key performance indicators at the strategic initiative and activity level will be measured 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 analysed annually over the five-year period. In addition, data to measure lower level objectives initiatives and activities based on the annual work plan will be collected and analysed monthly 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. Refer to the tables below for the performance indicators, five-year annual targets for each Strategic Objective classified under the Customer Perspective, Financial Perspective, Internal Business Process Perspective and the Learning and Growth Perspective:

4.1 CUSTOMER PERSPECTIVE

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
1	Improved Safety	Strengthen States' safety oversight capabilities	Assist States to attain EI>60% or Safety oversight index >1 through certification, audit preparation, surveillance.	SADC EI rate	54.3%	60%	65%	70%	75%	80%
			Sustain the EI for States with EI>60%	Number of workshops conducted	0	>1	>1	>1	>1	>1(>5)
			Train inspectors in OPS, ANS, AGA, AIR, PEL	Number of inspectors trained	25	>50	>50	>50	>50	>50 (>250)
2		Improve State safety programmes (SSPs) within the SADC region	Establish and Implement State safety programmes (SSPs) within the SADC region	Gap analysis report (incorporated into SASO missions)	0	4	4	4	4	4 (20)
				Number of missions conducted (incorporated into SASO missions)	0	4	4	4	4	4 (20)
				Number of workshops conducted	0	1	1	1	1	1 (5)
				Meeting report	0		1		1	(2)

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
				Number of SSP training workshops conducted	0		1			(1)
			Assist States in the development of NASP	Number of states assisted	0			>4	>4	>4 (>12)

4.2 FINANCIAL PERSPECTIVE

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
3	Operational Excellence	Improve Financial Management	•Timely invoicing member state, Apply the Sanctions decision for late payment (after 24 months), negotiated payment plans, Sensitise member states on benefits of iSASO	% of member states Contribution by 2028	59%	65%	70%	80%	85%	90%
			•Full utilisation of funds from donors.	% of expenditure funded by grant partners to total expenditure	10%	,>15%	,>15%	,>20%	,>20%	,>20%
			•Sensitise donors on iSASO funding Needs, EU-EASA, Boeing, AIRBUS, AfDB, FAA, ICAO, AFCAC, EMBREAR	Number of grant partners funding SASO Activities	2	6	7	7	7	7

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
			•Annual review meetings on implementation of hosting agreements.	Rental Donations by Host Country	100%	100%	100%	100%	100%	100%
4	Risk & Corporate Governance	Provide sound financial internal Controls	Preparation of timely, accurate and complete in year financial accounts and yearly Financial Statements.	% Compliance to accounting standards	100%	100%	100%	100%	100%	100%
			Adherence to legal and statutory requirements	Audit Opinion.	Unqualified opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

4.3 INTERNAL PROCESS PERSPECTIVE

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
5	Improved Safety	Facilitate member states to improve their Safety	Develop RASP by 2024	ToRs in place	0	1				1
				Number of workshops conducted	0	2	1	1	1	1 (6)
				Number of workshops conducted	0	1				
				RASP in place	0		1			

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
			Carry out gap analysis of the status of aviation on safety oversight	Number of Safety oversight reports	0	1	1	1	1	1 (5)
			Implement the NSI programme	Number of accredited NSIs	0	<20	<20	<20	<20	<20 (<100)
				Number of NSI trained	0	25	25	25	25	25 (125)
				Assistance Plan in place and implemented	100%	100%	100%	100%	100%	100%
			Participate in ICAO/AFCAC etc. workshops	Number of workshops attended	3	4	4	4	4	4 (20)
6		Harmonize/review related policies and procedures	•Develop and maintain currency of regulations and Technical Guidance Materials (TGMs)	No. of workshops on Policy/Regulations held	0	2	2	2	2	2
				Number of meetings held with stakeholders	0		1		1	
			•Member states regulations familiarizations	Number of workshops conducted on regulations familiarisation	0			1		
			•Develop unmanned aircraft systems regulations	ToRs in place	0		1			
				Number of workshops conducted on	0			3		

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
				regulations development						
				Number of workshops conducted on regulations familiarisation	0				1	
			•Develop environment Regulations	ToRs in place			1			
				Number of workshops conducted on development environment Regulations				3		
				Number of workshops conducted on familiarisation of environment regulations					1	
7	Operational Excellence	Improve operational efficiency of SASO	•Conduct GASOS Self-assessment (by 2024)	Submission of the GASOS self-assessment to ICAO			100%			
			•Develop and Implement risk management system (by 2023)	Risk management policy developed and implemented.	0%	100%	100%	100%	100%	100%
			•Develop and implementation	% of QMS implemented	0%	0%	0%	100%	100%	100%

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
			of QMS system (by 2025)							
			•Development of robust IT infrastructure (by 2024)	Number of safety systems procured and maintained	0	1	2	2	2	2
			Provide a conducive work environment	% level of office vehicle efficiency	100%	100%	100%	100%	100%	100%
				ICT equipment procured						
				ICT equipment and software maintained						
8	Risk & Corporate Governance	Enhance stakeholder management	To Maintain strategic partnership:							
			1. Implement EASA-EU safety project	Percentage utilisation of the EU/EASA budget	42%	100%	100%	100%	100%	1
			2. Implement AIRBUS agreement	Number of Inspectors trained	0	16	16	16	16	16 (80)
			3. Implement MoUs (ICAO, AFCAC, BAGASO, CASSOA, AIRBUS, EASA, etc).	No of collaborated activities	3	>4	>4	>4	>4	>4 (>20)
			To Establish partnership with:							
			1. AfDB	Number of activities conducted under the collaboration	0		>4	>4	>4	>4 (>16)

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
			2. BOEING	Number of activities conducted under the collaboration	0	1	1	1	1	1 (5)
			3. FAA	Number of activities conducted under the collaboration	0	1	1	1	1	1 (5)
			To Participate in scheduled aviation meetings:							
			1. EASA Steering Committee meetings	Number of meetings attended	0	1	1	1	1	1 (5)
			2. AFCAC RSSOO Platform	Number of meetings attended	0	4	4	4	4	4 (20)
			3. ICAO RSSOO Platform	Number of meetings attended	5	4	4	4	4	4 (20)
			Enhance effectiveness of CAC & IWG Develop and implement schedule for CAC, IWG, ASWG meetings, MWG (annually)	Number of meetings held	CAC -2; IWG 3:	CAC -2; IWG 3: ASWG 2. MWG 1	CAC -2; IWG 3: ASWG 2. MWG 1	CAC -2; IWG 3: ASWG 2. MWG 1	CAC -2; IWG 3: ASWG 2. MWG 1	CAC -2; IWG 3: ASWG 2. MWG 1
			Engage Member States that are yet to sign the SASO Charter	Number of States engaged	-	3	3	0	0	0

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per Annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
			To organise workshops for SASO Member States on the benefits of SASO	Number of workshops conducted	0	1	1	1	1	1

4.4 LEARNING & GROWTH PERSPECTIVE

No.	Strategic Theme	Objective	Initiative	Performance Measure	Baseline	Target per annum				
				(KPI)		Y1	Y2	Y3	Y4	Y5
9	Operational Excellence	Attract and retain competent staff	1.Retain and Recruit staff to fill critical positions	Staff turnover ratio	0%	12%	12%	12%	12%	12%
				Vacancy rate	27%	27%	18%	9%	0%	0%
				Gender Distribution	38%	44%	44%	44%-50%	44% - 55%	44%-55%
				Staff Costs as a % of total Member States funded expenditure	61%	46%	53%	54%	49%	51%
			2.Continuous implementation of PMS	% of planned activities implemented		80%	80%	80%	80%	80%
10	Improved Safety	Enhance human resource technical capacity of inspectors	1. Develop a SASO (institutional) training & development programme	Number of NSI trainees developed	0	25	25	25	25	25 (125)
			3. Increase the pool of qualified trainers,	Number of instructors trained	0		10		10	(20)

CHAPTER 5

RISKS AND MITIGATION

6.1 Risk management is a continuous process which forms part of good governance practice. It involves identifying, ranking and coming up with risk response strategies to maximize the probability of success of the strategy. To effectively carry out its stated objectives, SASO will ensure that there are mitigating plans to manage the risks associated with its role in the SADC Region. The management of risks is an important process to enable the organisation identify possible sources or conditions for risks and mitigating measures. The residual risks are classified into three categories being: High, Medium, and Low. 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. Mitigation actions are identified for the High and Medium Risks.

6.2. THE ISASO RISKS

The identified risks are captured in the table below:

THE CLASSIFICATION OF ISASO RISKS

Perspective	Strategic Objective(s) Affected	Risk Description	Risk Mitigation (What Are We Doing Now to Mitigate the Risk)	Action (What We Will Do In the Future to Further Mitigate the risk)	Start	Finish
Customer & Stakeholder	Strengthen States' safety oversight capabilities	Failure by States to achieve 60% EI	intensify assistance from SASO to States	SASO to continue assisting Member States	2023	2027
	Improve State safety programmes (SSPs) within the SADC region	Failure by States to implement foundation SSP PQs	Assist States with EI>60% to implement foundation SSP PQs	SASO to facilitate for experts to assist Member States	2023	2025
Financial	Improve Financial Management - Member Contributions	Delays in remittances from member states	Timely invoicing member state, Apply the Sanctions decision for late payment (after 24 months), negotiated payment plans, Sensitise member states on benefits of SASO	Continued member states sensitisation	2022	2028
	Improve Financial Management - Grants and Donations	Inability to access Grants and donations due to	Sensitise donors on SASO funding Needs, Approach at least one donor every year, defer some SASO operations if funding is not sufficient Develop and implement alternative funding mechanism Resource mobilisation from member states SASO can advocate for channelling of resources by donors	Continue with resource mobilisation	2022	2028
	Improve Financial Management - Charging Consulting and training	Low demand for training and lack of requests for assistance by states	Approvals by CAC to assist states outside the region, Invite states outside the region to participate in training workshops, Increase the pool of qualified trainers, Co-ordinate trainings with other RSO's to avoid duplications	Continue co -ordinating with other RSOO's Sensitise states outside the region	2022	2028

Perspective	Strategic Objective(s) Affected	Risk Description	Risk Mitigation (What Are We Doing Now to Mitigate the Risk)	Action (What We Will Do In the Future to Further Mitigate the risk)	Start	Finish
	Improve Financial Management - Any other source (As Approved by Ministers)	The Host country's inability to meet rental obligations for SASO	Annual review meetings on implementation of hosting agreements.	Continue with review meeting with host country	2022	2028
	Provide sound financial internal Controls	A qualified audit opinion issued	Regular review of financial systems and processes Conduct effective reconciliations of accounts Promptly attending to audit queries automate accounting processes	Continue implementing sound financial practice	2022	2028
Internal Business Processes	Facilitate member states to improve their EIs	EI remains the same and not updated.	Monitoring of the states 'updates of the OLF	Encourage states to invite ICAO for targeted verification audits on a cost recovery basis		
		EI remains the same and not updated	Follow up and monitoring of implementation of iSASO recommendations	Promote iSASO and encourage member states to accept iSASO and implement its recommendations		
		Failure to provide needed assistance	Follow up and monitoring of implementation of iSASO recommendations	Promote iSASO and encourage member states to timeously respond to iSASO communications. iSASO to make follow-ups to non-responsive states		
		Assistance activities not conducted	Utilisation of already available donor funds. Provide offsite assistance	Engagement of donors. Look at other business development initiatives. Encourage states to contribute. Implement sanctions as per the charter		
	Harmonize/review related policies and procedures	Failure to have a harmonized system in the region	Development of harmonized regulations	Promote iSASO and encourage member states to accept iSASO and implement its recommendations. Show the benefits of harmonisation to the member states.		

Perspective	Strategic Objective(s) Affected	Risk Description	Risk Mitigation (What Are We Doing Now to Mitigate the Risk)	Action (What We Will Do In the Future to Further Mitigate the risk)	Start	Finish
	Improve operational efficiency of SASO	Failure to provide quality, on-time and on-budget services to member states	Benchmarking with similar RSOOs	Implement strong internal controls e.g. QMS, GASOS certification, engage stakeholders to manage the risk register		
	Increase collaboration at the regional level	Failure by States to collaborate with SASO	sensitization of Member States about Signing of Charter	SASO to intensify sensitization of Member States about SASO	2023	2027
		Failure to receive response from Member States	Active participation in Stakeholders fora to enable States understand the objectives of SASO	SASO should organise workshops for stakeholder engagements	2023	2027
	Enhance stakeholder management	Failure to engage stakeholders	Collaboration with other stakeholders	Mapping of stakeholders and development of plan of engagement. Submission of quarterly reports on transparency on the use of funds		
Organisational Capacity / Learning & Growth	Improve human resources capacity	Limited pool of qualified personnel to conduct trainings	Improving the pool of instructors (training) MoCs with AFCAC to share experts	Accredit iSASO NSI Inspectors	2022	2025
		Failure to organise regional training programme due to unavailability of instructors at the time required (competing priorities) and funding	Donor funding already secured at 10% of annual budget	Promote utilisation of member state training institutions Enhance Resource Mobilisation strategy	2022	2023
		Inability to fund the Human Resource Strategy due to limited contribution by member states (recruitment, salaries, retention etc)	Secondments from member states MoCs	Enhance Resource Mobilisation strategy	2022	2023

Perspective	Strategic Objective(s) Affected	Risk Description	Risk Mitigation (What Are We Doing Now to Mitigate the Risk)	Action (What We Will Do In the Future to Further Mitigate the risk)	Start	Finish
		Unavailability of ICAO courses (relevant) - Required programmes not provided by ICAO (frequency) at the time required by member states	Revert to paid for courses e.g., Singapore and other service providers (costly approach)	Develop own NSI to become ICAO accredited instructors iSASO to GASO accredited Trainer	2022	2025

CHAPTER 6

FINANCIAL PROJECTIONS

6.1. Funding of the Strategic Plan

SASO shall derive its income from.

- (i) Membership contributions;
- (ii) Charging consulting and training fees;
- (iii) Grants and donations; and
- (iv) Any other source, deemed appropriate

This Strategic Plan requires funding amounting to USD20,2 million to implement comprising USD16,75 million (or 83%) funded by Member States and USD3,47 million (or 17%) funded by international cooperating partners.

6.2. Assumptions

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

- i. This Budget will be majorly funded through Member State Contributions and that Member States will fulfil their financial obligations;
- ii. ISASO being a service-oriented international Organisation, its human resource cost would normally account for a significantly higher proportion of the Budget;
- iii. With exceptions being particular projects identified by the Organisation, which will be financed where existing agreements from development partners exist; and
- iv. The Staff Costs have been allocated only for Positions that exist in the MoU between SADC Secretariat and the Kingdom of Eswatini for the establishment of iSASO. Subsequent to that, the Budget has accounted for the planned recruitment of staff on the approved structure.

EXPENDITURE PROJECTION FOR THE 2023/24 TO 2027/28 PER STRATEGIC OBJECTIVE**Figures are in USD000**

Strategic Theme and objective	2023/24 Budget			2024/25 Budget			2025/26 Budget			2026/27 Budget			2027/28 Budget			2027/28 Budget		
	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total
Improved safety	163	445	609	148	532	681	142	522	665	148	557	705	142	575	718	745	2 632	3 377
Strengthen states' safety oversight capabilities	97	195	292	76	196	272	76	198	274	76	199	275	76	247	323	399	1 036	1 436
Improve SSPs within the SADC region	-	50	50	-	99	99	-	74	74	-	74	74	-	74	74	-	372	372
Facilitate member states to improve their EI	52	118	170	52	123	174	52	166	218	52	167	219	52	168	220	258	742	1 001
Improve human resource capacity of inspectors	15	82	97	21	114	135	15	84	99	21	116	137	15	85	100	87	482	569
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational excellence	1 683	50	1 733	1 986	50	2 037	2 276	107	2 383	2 646	52	2 698	2 678	52	2 730	11 270	312	11 581
Improved financial management	105	-	105	116	-	116	127	-	127	140	-	140	154	-	154	641	-	641

Strategic Theme and objective	2023/24 Budget			2024/25 Budget			2025/26 Budget				2026/27 Budget				2027/28 Budget			2027/28 Budget		
	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total	MS	ICP	Total		
Harmonize/ review related policies & procedures	9	50	59	9	50	59	73	107	181	119	52	171	9	52	61	219	312	531		
Improve operational efficiency of SASO	536	-	536	596	-	596	633	-	633	677	-	677	746.2	-	746.2	3 189	-	3 189		
Attract and retain competent staff	1 263	-	1 263	1 514	-	1 514	1 710	-	1710	1999	-	1999	2 080	-	2080	8 565	-	8 565		
Risk and corporate governance	700	105	805	718	106	824	510	107	617	729	108	837	735	109	844	3 392	535	3 927		
Provide sound internal financial controls	10	-	10	12	-	12	14	-	14	16	-	16	18	-	18	70	-	70		
Enhance stakeholder management	690	105	795	706	106	812	496	107	603	714	108	821	718	109	826	3 322	535	3 857		
TOTAL EXPENDITURE	2 775	601	3 376	3100	689	3 789	3 195	737	3932	3811	716	4 527	3 867	736	4 603	16 751	3 478	20 229		

REVENUE PROJECTION FOR THE 2023/24 TO 2027/28 PER STRATEGIC OBJECTIVE**Figures are in USD000**

Funding Source	2023/24	2024/25	2025/26	2026/2027	2027/2028	Total 2023-2028
Member States Funded expenditure	2 775	3 100	3 195	3 813	3 867	16 750
Grants	601	689	737	716	736	3 479
Total expenditure	3 376	3 789	3 932	4 529	4 603	20 229
% Member States Funding	82%	82%	81%	84%	84%	83%
% Grants Funding	18%	18%	19%	16%	16%	17%

CHAPTER 7

MONITORING AND EVALUATION

ICAO has recommended that RSOOs adopt a consistent approach to their evaluation by using the following criteria.

- (a) **Relevance:** This will assess the RSOO's mission, goals, programmes and activities, and their alignment with those of its Member States or donors as well as ICAO. Is the RSOO meeting the expectations and needs of its Member States and stakeholders, and is it well integrated into the strategic plans and programmes of its Member States?
- (b) **Effectiveness:** This will assess the extent to which an RSOO is able to meet its goals and objectives. Is the RSOO sufficiently empowered to carry out its mission? Has it been given international legal personality that enables it to establish agreements and working arrangements with other international organizations (including ICAO) and third-party States? Have formal delegations of authority been established that will enable the RSOO to carry out safety oversight duties and functions on behalf of its Member States? Have common standards and practices been established in the region? Is the RSOO sufficiently resourced to enable it to meet its programmed activities?
- (c) **Efficiency:** This will assess the use of human and financial resources, and make a comparison of the RSOO's outputs and the costs incurred. Unnecessary overlap and duplication of programmes and activities between the RSOO and its member States, ICAO and other international organizations are to be avoided.
- (d) **Sustainability:** This will assess the long-term viability of the RSOO, particularly in respect to legal authority, human resources and financial viability and sustainability. How effective is the management of the RSOO in terms of the organization's strategic development and quality assurance? Has a mechanism been established for the sustainable funding of the RSOO?
- (e) **Adaptability:** This will assess the ability of the RSOO to adapt to an evolving environment, brought about by a rapidly expanding aviation industry, changing technologies, scope and processes.

APPENDIX: PERFORMANCE MEASURES AND FUNDING ESTIMATES FOR THE 2023/24 TO 2027/28 STRATEGIC PLAN

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD0 00s	Source of Funding
					(KPI)		2023/24	2024/25	2025/26	2026/27	2027/28		
Improved Safety	CUSTOMER PERSPECTIVE	Assist States to attain EI>60% or Safety oversight index >1 through certification, audit preparation, surveillance.	Assist States to attain EI>60% or Safety oversight index >1	Technical assistance missions: certification, audit preparation, surveillance, states with low EI.	SADC EI Rate	DSA	60%	65%	70%	75%	80%	\$86,4	MS
						Air Fares						\$52,0	
			Sustain the EI for States	Conduct CMA training workshops	Number of workshops conducted		>1	>1	>1	>1	>1(>5)	\$0,0	MS
			Train inspectors in OPS, ANS, AGA, AIR, PEL	Train inspectors	Number of inspectors trained	DSA	>50	>50	>50	>50	>50 (>250)	\$415,8	ICP
						NSI Honorarium DSA						\$120,0	MS
						Conference Venue						\$53,5	ICP
						Air Fares						\$273,0	ICP
												\$0,0	
Improved Safety	CUSTOMER PERSPECTIVE	Improve State safety programmes (SSPs)	Establish and Implement State safety	Carry out Gap analysis mission	Gap analysis report (incorporated into SASO missions)		4	4	4	4	4 (20)	\$0,0	

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
		within the SADC region	programmes (SSPs) within the SADC region	Carry out sensitisation mission to CAAs	Number of missions conducted (incorporated into SASO missions)		4	4	4	4	4 (20)	\$0,0	
				Conduct technical workshops	Number of workshops conducted	DSA	1	1	1	1	1 (5)	\$144,0	ICP
						Air Fares						\$104,0	ICP
				Stakeholder engagement meeting on guidance materials conducted.	Meeting report			1		1	(2)	\$0,0	
				Development of guidance material on the development of State Safety Programme	Number of SSP training workshops conducted	DSA		1			(1)	\$28,8	ICP
						Air Fares						\$20,8	ICP
				Assist States in the development of NASP	Provide assistance to member states	DSA			>4	>4	>4 (>12)	\$43,2	ICP
						Air Fares						\$31,2	ICP

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
					(KPI)		2023/24	2024/25	2025/26	2026/27	2027/28		
Improved Safety	INTERNAL PROCESS PERSPECTIVE	Strengthen State Safety Oversight Capabilities	Facilitate member states to improve their Safety Develop RASP by 2024	Develop terms of reference for the Aviation Safety Working Group	ToRs in place		1				-1	\$0,0	
				ASWG workshops	Number of workshops conducted	DSA	1	1	1	2	1 (6)	\$162,0	ICP
						Honorarium DSA						\$126,0	MS
						Air Fares						\$117,0	ICP
				Stakeholder engagement	Number of workshops conducted		1					\$0,0	
				Approval of RASP	RASP in place			1				\$0,0	
			Carry out gap analysis of the status of aviation on safety oversight	Conduct assessments of states' safety oversight	Number of Safety oversight reports		1	1	1	1	1 (5)	\$0,0	
			Implement the NSI programme	Qualify the NSIs	Number of accredited NSIs	DSA	<20	<20	<20	<20	<20 (<100)	\$180,0	ICP
						NSI Honorarium DSA						\$60,0	MS
						Conference Venue						\$27,6	ICP

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
					(KPI)		2023/24	2024/25	2025/26	2026/27	2027/28		
						Air Fares						\$130,0	ICP
				Train NSIs	Number of NSI trained	DSA	25	25	25	25	25 (125)	\$225,0	ICP
						NSI Honorarium DSA						\$75,0	MS
						Conference Venue						\$32,2	ICP
						Air Fares						\$162,5	ICP
				Development and implementation of assistance plan	Assistance Plan in place and implemented		100%	100%	100%	100%	100%	\$0,0	
			Participate in ICAO/AFC AC etc. workshops	Attend ICAO/AFC AC etc. workshops	Number of workshops attended	DSA	4	4	4	4	4 (20)	\$86,4	MS
						Air Fares						\$52,0	MS
Improved Safety	LEARNING & GROWTH PERSPECTIVE	Enhance human resource technical capacity of inspectors	1. Develop a SASO (institutional) training & development programme	Conduct training for NSI	Number of NSI trainees developed	DSA	25	25	25	25	25 (125)	\$225,0	ICP
					NSI Honorarium DSA							\$75,0	MS
					Conference Venue							\$32,2	ICP

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
			2. Increase the pool of qualified trainers,	Conduct Train the Trainer training	Number of instructors trained	Air Fares						\$162,5	ICP
						DSA		10		10	(20)	\$36,0	ICP
						NSI Honorarium DSA						\$12,0	MS
						Air Fares						\$26,0	ICP
Risk & Corporate Governance	FINANCIAL PERSPECTIVE	Provide sound financial internal Controls	Preparation of timely, accurate and complete in year financial accounts and yearly Financial Statements .	Attend refresher training on automated systems and accounting standards	% Compliance to accounting standards		100%	100%	100%	100%	100%		
			Adherence to legal and statutory requirements	Facilitate annual audit process	Audit Opinion.	Audit Fees	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	\$69,7	MS
							1	1	1	1	1		
Risk & Corporate Governance	INTERNAL PROCESS PERSPECTIVE	Enhance stakeholder management	Establish and maintain strategic partnerships:										
			To Maintain strategy partnership:										
			1. Implement	Carry out safety	Percentage utilisation of the		100%	100%	100%	100%	100%	\$0,0	

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
			EASA-EU safety project	related activities under the project	EU/EASA budget								
			2. Implement AIRBUS agreement	Train inspectors under the AIRBUS agreement	Number of inspectors trained		16	16	16	16	16 (80)	\$0,0	
			3. Implement MoUs (ICAO, AFCAC, BAGASO, CASSOA, AIRBUS, EASA etc).	Implement ICAO, AFCAC, CASSOA, BAGASO MoUs	No of collaborated activities	DSA	>4	>4	>4	>4	>4 (>20)	\$60,0	MS
			To Establish partnership with:									\$0,0	
			1. AfDB	Submit proposal for assistance	Number of activities conducted under the collaboration	DSA		>4	>4	>4	>4 (>16)	\$48,0	MS
			2. BOEING	Submit proposal for assistance	Number of activities conducted under the collaboration		1	1	1	1	1 (5)	\$0,0	
			3. FAA	Submit proposal for assistance	Number of activities conducted under the collaboration		1	1	1	1	1 (5)	\$0,0	

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
			To Participate in scheduled aviation meetings:										
			1. EASA Steering Committee meetings	Attend steering committee meetings	Number of meetings attended	DSA	1	1	1	1	1 (5)	\$9,0	MS
			2. AFCAC RSSOO Platform	Attend platform committee meetings	Number of meetings attended	DSA	4	4	4	4	4 (20)	\$9,0	MS
			3. ICAO RSSOO Platform	Attend platform committee meetings	Number of meetings attended	DSA	10	10	10	10	4 (20)	\$9,0	MS
			Engage Member States that are yet to sign the SASO Charter	Signing of Charter	Number of States engaged	DSA	3	3	0	0	(6)	\$27,0	MS
						Air Fares	3	3	0	0	(6)	\$15,6	MS
			To organise workshops for stakeholder engagements	Sensitization of Member States about SASO	Number of workshops conducted	DSA	1	1	1	1	1 (5)	\$288,0	ICP
						Conference Venue	1	1	1	1	1 (5)	\$38,6	ICP
						Air Fares	1	1	1	1	1 (5)	\$208,0	ICP

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
			Enhance effectiveness of CAC & IWG	Develop a meeting schedule	Number of meetings held	DSA	6	6	6	6	6 (30)	\$1 324,8	MS
			Develop and implement schedule for CAC, IWG, ASWG meetings, MWG (annually)			Shuttle Services						\$61,2	MS
						Conference Venue						\$192,8	MS
						Interpretation Equipment						\$335,0	MS
						Interpretation & Translation Services						\$232,5	MS
						Air Fares for						\$998,4	MS
Operational Excellence	FINANCIAL PERSPECTIVE	Improve Financial Management	•Timely invoicing member state, Apply the Sanctions decision for late payment (after 24	Period follow ups with member states	% of Member States Contribution collected to invoiced amount annually		60%	70%	80%	85%	90%		

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
			months), negotiated payment plans, Sensitise member states on benefits of SASO										
			-	-	-	-	0	0	1	2	3	\$0,0	
			Develop and implement annual plans of grant fund utilisation	Develop and implement annual plans of grant fund utilisation	% of expenditure funded by grant partners to total expenditure		,>15%	,>15%	,>20%	,>20%	,>20%	\$0,0	
			•Sensitise donors on SASO funding Needs, EU-EASA, Boeing, AIRBUS, AfDB, FAA, ICAO, AFCAC		Number of grant partners funding SASO Activities		6	7	7	7	7(7)	\$0,0	
			•Annual review meetings on implementation of hosting agreements.		Rental Donations by Host Country	Rent Donation	100%	100%	100%	100%	1	\$641,1	MS

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
					(KPI)		2023/24	2024/25	2025/26	2026/27	2027/28		
Operational Excellence	INTERNAL PROCESS PERSPECTIVE	Harmonize /review related policies and procedures	•Develop and maintain currency of regulations and Technical Guidance Materials (TGMs)	Carry out annual workshops of ISASO experts to review and amend model regulations	No. of workshops on Policy/Regulations held	DSA	1	1	1	1	1	135,0	ICP/MS for extra per diem (\$100)
						Honorarium DSA						\$45,0	MS
						Conference Venue						\$23,0	ICP
						Air Fares						\$97,5	ICP
				Stakeholder engagement meeting on regulations materials conducted.	Number of meetings held with stakeholders		1	1	1	1		\$0,0	
			•Member states regulations familiarizations	Conduct workshop to familiarise the member states	Number of workshops conducted on regulations	DSA						\$28,8	MS
						Conference Venue						\$4,9	MS
						Air Fares						\$20,8	MS
			•Develop unmanned aircraft	Develop ToRs for ASWG	ToRs in place			1	1			\$0,0	

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
			systems regulations		(KPI)								
				Conduct workshops for the development of the regulations	Number of workshops conducted on unmanned aircraft system regulation familiarisation	DSA						\$15,0	ICP
						Honorarium DSA						\$5,0	MS
						Air Fares						\$13,0	ICP
				Number of meetings held with stakeholders	Number of workshops conducted on unmanned aircraft systems regulations development	DSA				1		\$28,8	MS
						Conference Venue						\$5,4	MS
						Air Fares						\$20,8	MS
			•Develop environment regulations	Develop ToRs for ASWG	ToRs in place			1				\$0,0	
				Conduct workshops for the development of the regulations	Number of workshops conducted on development of environment regulations	DSA			1			\$15,0	ICP
						Honorarium DSA						\$5,0	MS
						Air Fares						\$13,0	ICP

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
					(KPI)								
				Familiarise member states on the regulations	Number of Workshops conducted on environment regulation familiarisation	DSA				1		\$28,8	MS
						Conference Venue						\$5,4	MS
						Air Fares						\$20,8	MS
Operational Excellence	INTERNAL PROCESS PERSPECTIVE	Improve operational efficiency of SASO	•Conduct GASOS Self-assessment (by 2024)	•Conduct GASOS Self-assessment (by 2024)	% Rate from the GASOS self-assessment to ICAO	DSA		100%				\$4,7	MS
						Air Fares						\$2,6	MS
			•Develop and Implement risk management system (by 2023)		0%		100%	100%	100%	100%	100%	\$0,0	
			•Develop and implementation of QMS system (by 2024)	Implement QMS	% of QMS implemented		0%	0%	0%	0%	0%	\$0,0	
			•Development of robust IT infrastructure (by 2024)	Acquire and maintain Safety Systems	Number of Safety Systems procured and maintained	ICT Equipment	1	2	2	2	2	\$254,0	MS

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD0 00s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
				(ECCAIRS, ITS)									
			•Develop and implement schedule for CAC, IWG, ASWG meetings(annually)	Statutory meetings schedule developed and implemented	Number of meetings held							\$0,0	
			•Facilitate the use of other language (PT, FRA) Training course and regulations, TGM and print media	Engagement of translators and interpreters	% of CAC, IWG, ASWG & MWG held using the 3 official languages		1	1	1	1	1	\$0,0	MS
			Provide a conducive work environment	Provide adequate insurance cover	% of insurance cover	Insurance	100%	100%	100%	100%	100%	\$532.4	MS
				Maintenance of office and Motor Vehicles	% level of office & vehicle efficiency	Operating Expenses						\$1 794.9	MS
			Maintain ICT systems	Procurement of ICT Equipment	ICT equipment procured	Computer Equipment						\$23,0	MS
				Maintenance of ICT equipment and Software	ICT equipment and software maintained	Software Licenses						\$87,2	MS
						Consultation fees						\$490,0	

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
					(KPI)		2023/24	2024/25	2025/26	2026/27	2027/28		
Operational Excellence	LEARNING & GROWTH PERSPECTIVE	Attract and retain competent staff	1.Retain and Recruit staff to fill critical positions	Conduct staff training	Staff turnover ratio	DSA	0%	0%	0%	0%	0%	\$116,3	MS
						Training fees						\$250,0	MS
						Air Fares						\$71,5	MS
				Attend Refresher training on support and maintenance of safety systems	Staff turnover ratio	DSA	0%	0%	0%	0%	0%	\$19,4	MS
						Training fees						\$22,5	MS
						Air Fares						\$11,7	MS
												\$0,0	
				Staff remuneration	Staff turnover ratio	Basic Salary	0%	0%	0%	0%	0%	\$4 517,3	MS
						Gratuity						\$1 129,3	MS
						Benefits						\$1 095,7	MS
						Allowances						\$1 260,7	MS
					Staff Costs as a % of total Member States funded expenditure	61% (Baseline)	46%	53%	54%	49%	51%		
				Organise staff team	Staff turnover ratio	Accommodation	0%	0%	0%	0%	0%	\$22,5	MS

Strategic Theme	Perspective	Objective	Initiative	Activities	Performance Measure	Account Code	Target Per Annum					Total Budget USD000s	Source of Funding
							2023/24	2024/25	2025/26	2026/27	2027/28		
				building retreat									
						Team Building Consultancy fees						\$40,0	MS
												\$0,0	
				Staff Recruitment	Vacancy rate	Consultancies	27%	18%	9%	0%	0%	\$8,0	MS
			2.Continuous implementation of PMS	Conduct annual PMS performance reviews	% Of planned activities implemented							\$0,0	MS
					Total							\$20 29,6	