SOUTH AFRICAN
CIVIL AVIATION AUTHORITY

Keeping you safe in the sky

STRATEGIC PLAN
2025/26 – 2029/30

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ABBREVIATIONS

AAM	Advanced Air Mobility	AFCAC	African Civil Aviation Commission
AIID	Accident and Incident Investigation Division	ICS	ICAO Compliance Section
AI	Artificial Intelligence	ICT	Information and Communication Technology
APP	Annual Performance Plan	ICVM	ICAO Coordinated Validation Mission
ASO	Aviation Safety Operations	IT	Information Technology
AU	African Union	MP	Member of Parliament
AvMed	Aviation Medicine	MTEF	Medium-Term Expenditure Framework
AvSec	Aviation Security	NASP	National Aviation Security Programme
B-BBEE	Broad-based Black Economic Empowerment	N/A	Not Applicable
BRICS	Brazil, Russia, India, China, South Africa	NDP	National Development Plan
CAASA	Commercial Aviation Association of South Africa	NGO	Non-Governmental Organisation
CAC	Civil Aviation Commission	PAIA	Promotion of Access to Information Act
CAP	Corrective Action Plan	PESTLE	Political, Economic, Social, Technological, Legal & Environmental
CA Act	Civil Aviation Act	PFMA	Public Finance Management Act
CE	Critical Element	POPI	Protection of Personal Information
CMA	Continuous Monitoring Approach	PWD	Persons With Disabilities
DCA	Director of Civil Aviation	PSC	Passenger Safety Charge
DoD	Department of Defence	RPAS	Remotely Piloted Aircraft Systems
DoP	Department of Police	SA	South Africa
DoT	Department of Transport	SACAA	South African Civil Aviation Authority
ERDMS	Electronic Records and Document Management System	SADC	Southern African Development Communities
ExCo	Executive Management Committee	SARPs	Standards and Recommended Practices
FIU	Flight Inspection Unit	SMP	Stakeholder Management Plan
GA	General Aviation	SOE	State-Owned Enterprises
GDP	Gross Domestic Product	SONA	State of the Nation Address
HR	Human Resources	SWOT	Strengths, Weaknesses, Opportunities, Threats
HRC	Human Resources Committee	UN	United Nations
ICAO	International Civil Aviation Organization	USAP	Universal Security Audit Programme

1 MINISTER'S FOREWORD

MINISTER OF TRANSPORT, MS BARBARA CREECY

The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda. Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- Inclusive economic growth and job creation
- Maintain and optimise social wage
- A capable, ethical, and developmental state

MINISTER'S FOREWORD
MINISTER OF TRANSPORT, MS BARBARA CREECY

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

The South African Civil Aviation Authority aims to contribute to the achievement of government's priorities through:

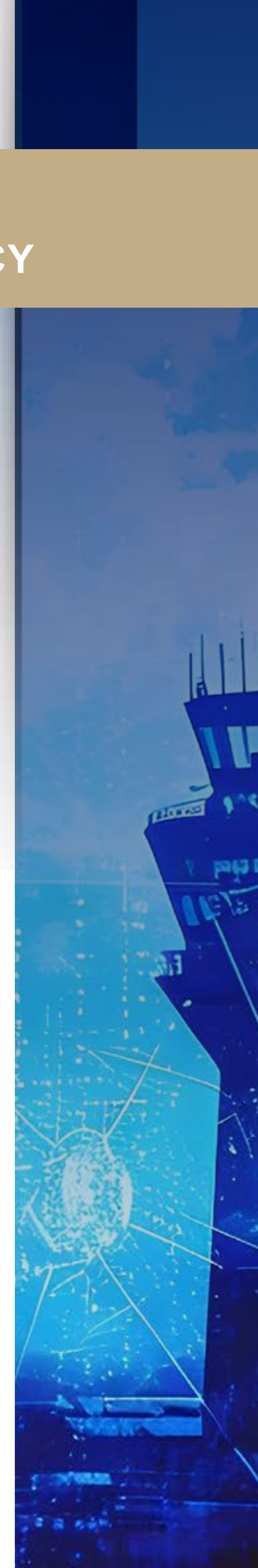
- Strengthening compliance with international standards set out by the International Civil Aviation Organization;
- Continuing to review the regulatory framework to be adaptive to a changing landscape;
- Upholding the rule of law and enforcing compliance to maintain South Africa's exemplary aviation safety and security record;
- Continuing to contribute towards building a pipeline of aviation professionals to address the nation's need for skills in the sector.

These objectives are all aligned with the Government's goals of creating sustainable and inclusive economic growth, and building a capable, ethical and developmental state.

The entity will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and maintaining good audit outcomes.

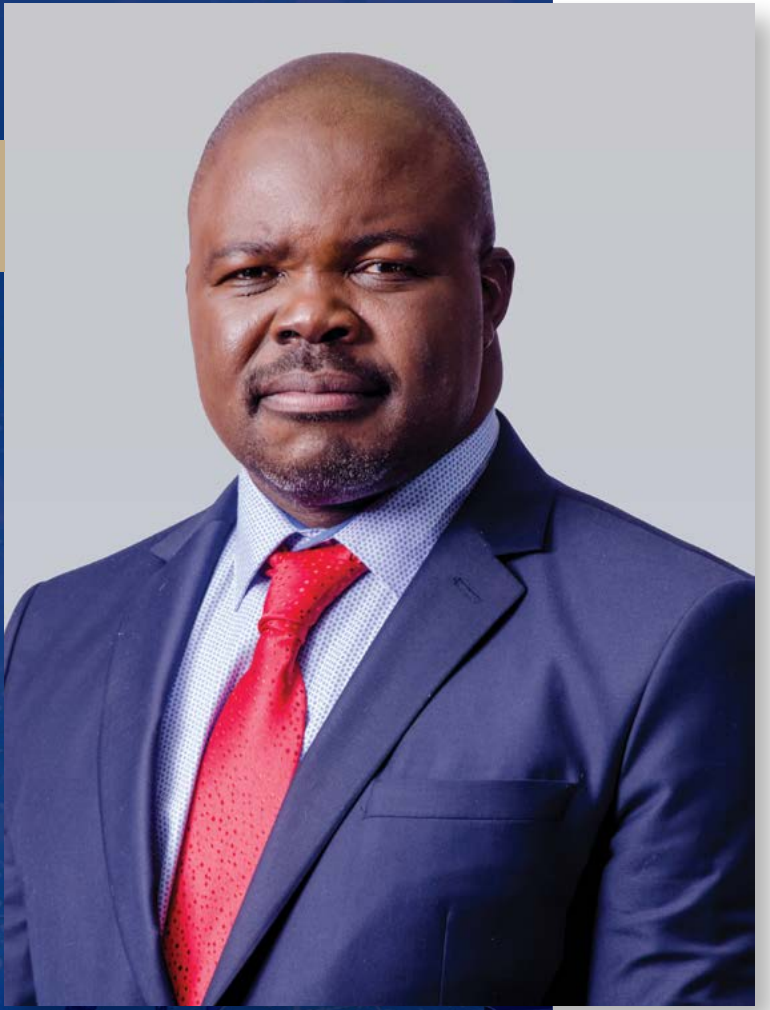
I hereby present the South African Civil Aviation Authority 2025-2030 Strategic Plan.

MS B.D. CREECY, MP
Minister of Transport
Date: 03/04/2025



2 FOREWORD BY THE CHAIRPERSON

SACAA BOARD, MR ERNEST KHOSA



As we embark on a new strategic plan cycle, it is my pleasure to introduce a new period of strategic growth and resilience-building within a rapidly shifting global landscape where we seek to elevate the efficiency, safety and sustainability of the aviation sector whilst being grounded on the principles of ethical leadership.

A NEW STRATEGIC ERA: STRENGTHENING RECOVERY AND FUTURE RESILIENCE

This strategic plan cycle ably positions the SACAA to advance the recovery of South Africa's aviation sector and build resilience against future disruptions. Throughout the pandemic, SACAA upheld critical regulatory and oversight functions, thereby ensuring industry stability and readiness to rebound. Today, our agility and strength remain intact, exemplified by the 91% rating in the 2023 ICAO Universal Safety Oversight Audit Programme – Continuous Monitoring Approach (USOAP-CMA) audit, where no Significant Safety Concerns were identified. This achievement reflects SACAA's commitment to sound governance and a proactive step in repositioning South Africa's competitive standing within the global aviation arena.

FOREWORD BY THE CHAIRPERSON: SACAA BOARD, MR ERNEST KHOSA

ALIGNING WITH GLOBAL RECOVERY AND PREPARING FOR GROWTH

IATA's June 2023 forecast projects a robust recovery across the global aviation sector, with anticipated net profits of $9.4 billion and a near return to pre-Covid-19 passenger volumes.

This backdrop sets a solid foundation for SACAA's new strategic priorities, focusing on accelerating South Africa's alignment with international recovery trends and meeting evolving passenger and cargo demand. By strengthening our industry partnerships and driving improvements in connectivity and infrastructure, the SACAA is committed to South Africa remaining a leader in African aviation and a key contributor to global recovery.

STRATEGIC RISK MANAGEMENT AND INDUSTRY RESILIENCE

In this new cycle, SACAA will prioritise strategic risk management to address key challenges, including global economic pressures, fuel costs, and supply chain vulnerabilities. Effective risk mitigation strategies will be critical as we navigate the impacts of inflation and potential geopolitical shifts. We remain committed to resource optimisation and collaborative resilience-building measures, ensuring that South Africa's aviation sector can withstand and adapt to global challenges.

EXCELLENCE IN GOVERNANCE AND PERFORMANCE: FOUNDATIONS OF THE NEW PLAN

The SACAA's renewed strategic objectives are underpinned by our commitment to excellence, financial stewardship, and operational integrity. As we move into this new cycle, our foundational values and disciplined approach will continue to drive our mission, ensuring SACAA's high standards of safety and regulatory compliance.

Last year, the SACAA achieved another 100% performance and secured its eleventh clean audit in twelve years, a testament to our organisational effectiveness and dedication to public accountability. These achievements will serve as a blueprint for our future goals, reinforcing SACAA's impact on both local and international aviation.

UPHOLDING ETHICAL LEADERSHIP AND A CULTURE OF INTEGRITY

Ethical leadership will remain central to our new strategic plan, in line with the King IV Report on Corporate Governance™ principles and government's priority of building a capable, ethical, and developmental state.

The SACAA's initiatives, such as the Ethics Implementation Plan and Ethics Week; Culture pillars, and the fraud management initiatives have strengthened our organisational culture. This has ensured that ethical conduct and transparency guide every aspect of our work as we enter this new phase.

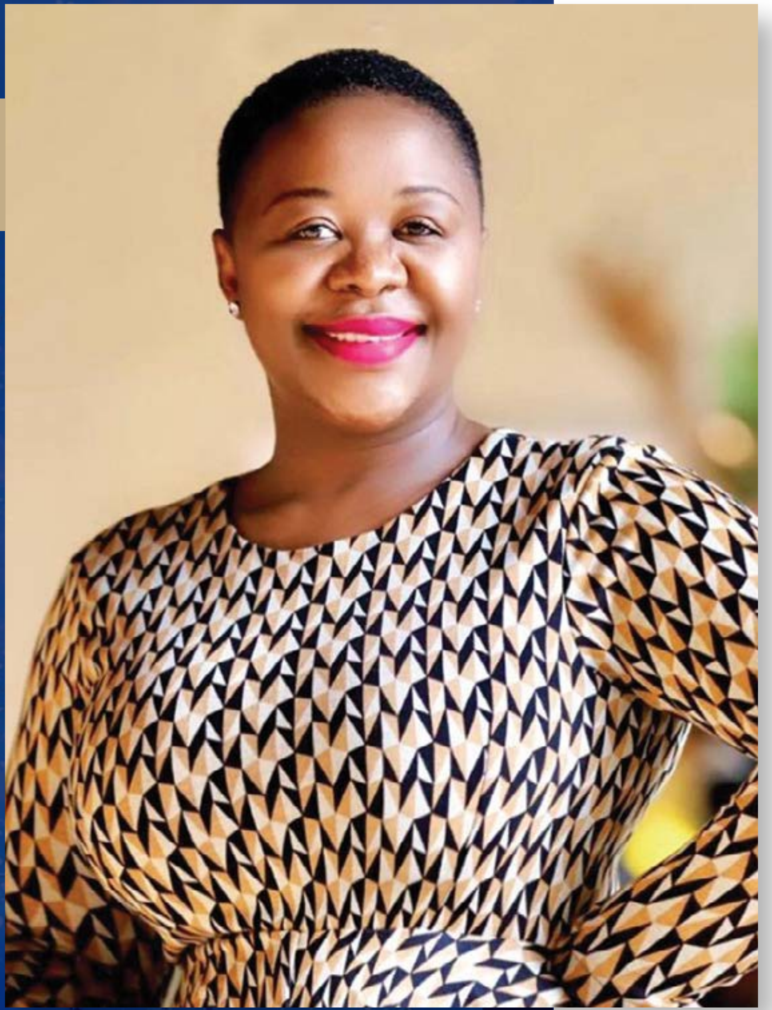
CONCLUSION

This new strategic plan cycle presents a unique opportunity for the SACAA to shape a resilient, dynamic, and sustainable future for South Africa's aviation industry. I extend my sincere gratitude to the Minister of Transport Ms Barbara Creecy and Deputy Minister of Transport, Mr Mkhuleko Hlengwa and Advocate James Mlawu (the Director-General of the Department of Transport).

I also acknowledge my fellow Board members, the SACAA's management and staff, whose dedication will be instrumental in achieving our ambitious objectives. With this shared commitment, the SACAA is well-prepared to deliver on its mandate and play a defining role in the future of aviation in South Africa.
Yours sincerely,

MR ERNEST KHOSA
Chairman: SACAA Board
Date: 03/04/2025

3 OPERATIONAL OVERVIEW BY THE DIRECTOR OF CIVIL AVIATION



MS POPPY KHOZA

As we unveil the SACAA's new Strategic Plan, it is my honour to join the Board in guiding SACAA through a pivotal period of transformation and renewal. This strategy positions SACAA to continue executing its regulatory mandate, promoting aviation safety and security across South Africa with a renewed focus on resilience, innovation, and collaboration. It emphasises the importance of modernising our regulatory architecture, enhancing operational capabilities, and ensuring service excellence whilst upholding transparency, accountability and responsible governance.

NAVIGATING CHALLENGES AND OPPORTUNITIES AMID GLOBAL HEADWINDS

The post-pandemic recovery remains complex, with persistent economic and operational challenges both locally and globally. The pandemic's impact on economic conditions has been far-reaching, influencing everything from fuel costs to supply chains. The geo-political factors have posed a huge risk on the economic climate, with instability caused by the conflicts between Russia and Ukraine, as well as in the Middle East. This has caused a lot of uncertainties when it comes to the stability of the global economy. The new administration has identified three strategic priorities, which will serve as the programme of action for the country in the medium-term period. These priorities are namely:

1. Inclusive economic growth and job creation.
2. Reduce poverty and tackle the high cost of living.
3. A capable, ethical and developmental State.

These priorities come at a difficult time, as the country is grappling with high unemployment, escalating cost of living, and many other socio-economic issues. According to the data from Statistics South Africa, unemployment in the country has increased to 32.1% during the 3rd quarter of the 2024, as compared to 32.9% in the 1st quarter of the same. This shows a decrease of 0.8% in the official unemployment figures. On the other hand, the youth unemployment rate is reported to be at 45.5% as at the end of the 3rd quarter. This is a great concern for the country, which requires all sectors to work hand in hand to stimulate the economy and curb the scourge of unemployment, more so on the side of young people who are still eager to enter the market and offer their skills.

When it comes to the economic outlook, the IMF has projected South Africa to grow by 1.5% in year 2025, while the inflation rate is projected at 4.5% as compared to the 4.4% in the year 2024. Rising fuel costs and energy crises present obstacles for the country and our sector in particular. Despite these hurdles, we remain committed to fostering connectivity, investing in infrastructure, and implementing strategic reforms that support a resilient and thriving aviation ecosystem.

The aviation industry is on a steady path to recovery, although complex challenges remain. Globally, economic conditions are uncertain, with geopolitical issues and rising operational costs influencing the pace of recovery and growth. Domestically, we face rising fuel prices and energy concerns that add pressure to an already impacted sector. Despite these obstacles, recent gains in GDP, along with increased passenger traffic in African markets, give us cause for optimism. This strategic cycle focuses on bolstering our industry's growth trajectory, enhancing infrastructure, and preparing for a more connected future.

GLOBAL AND DOMESTIC ECONOMIC INFLUENCES ON AVIATION RECOVERY

Current global economic forecasts, impacted by geopolitical tensions such as the ongoing Ukraine conflict, signal the need for SACAA to maintain robust risk management practices. The International Monetary Fund (IMF) has projected the global economic growth to be at 3.3% in the year 2025, and to remain unchanged in year 2026. When it comes to the aviation industry, IATA paints an optimistic picture on the economic growth prospects of the industry in the year 2025, as it projects a net profit of $36.6 billion in 2025 which translates to 3.6% net profit improvement as compared to the year 2024. The operating profit is also projected to grow with 6.7% as compared to 6.4% in the previous year, this will result in a net operating profit of $67.5 billion in 2025. Furthermore, the revenue is anticipated to grow by 4.4%, from $1 trillion in 2024, to $1.007 trillion in 2025.

The passenger numbers are expected to grow by 6.7% to reach 5.2 billion, when compared with the same period last year. Cargo volumes are expected to grow by 5.8% during the year 2025, to reach an output of 72.5 million tonnes. This positive outlook by IATA is framed from the anticipation that there will be an increase in the jet fuel prices in the near future. What is worth noting is the fact that IATA confirms that there will be a positive growth in global aviation, however, Africa is tipped to grow at the lowest pace when compared with other regions, as the Airlines are expected to grow their profit margin by 0.8%, as compared to Middle East which will grow by 8.2%, Latin America by 2.4%, Asia Pacific by 1.4%, North America by 4.2% and Europe is estimated to grow by 4.4% .

This reflects an increase in aviation activities across the globe and presents a number of economic opportunities for the aviation industry. In this regard, there is a need for collaborative efforts to address skill shortages and retain experienced personnel as this will yield positive results in the near future and fast track full recovery of the industry amid the negative pressure points that have proved to slow down economic growth. Passenger demand (RPKs) is expected to grow by 8.0% in 2025, while aircraft departure forecast has been projected to increase by 4.6%, and the average passenger load, is expected to reach 83.4%, which is an increase of 0.4% when compared with year 2024. Lastly, the Cargo Revenues are expected to grow by 15.6% of the total revenue to reach $157 billion by 2025.

In the context of South Africa, it is imperative that we channel our effort in investment to Aviation Infrastructure development, Skills development, provide leadership when it comes to enforcement of safety regulations, invest in skills development to refresh our workforce, and put a focus on sustainability principles, as our contribution to decreasing carbon emissions. This will ensure that we maintain the stability of the industry, play a strategic role in socio-economic development, and contribute to the improvement of the economic outlook in the near future.

A FRAMEWORK FOR INDUSTRY COLLABORATION AND SKILL DEVELOPMENT

SACAA's new Strategic Plan places emphasis on collaboration, both within the aviation industry and across sectors, including tourism, to stimulate sustainable growth. The organisation has initiated a study to develop an aviation industry growth strategy to ensure economic and regulatory alignment. Recovery, however, will require a collective effort. Government, industry, and academic partners must align to address skill shortages and advance workforce development in the sector.

In collaboration with key stakeholders, SACAA's strategy aims to address skill shortages and foster an environment that supports sustainable recovery. We are actively developing a growth strategy that aligns aviation with other key sectors, such as tourism, to maximize economic benefits and ensure that aviation contributes to broader national goals. Our investment in skills development, youth outreach, and industry training remains a priority, as a robust talent pipeline is crucial for our long-term success. SACAA's initiatives, from bursary programs to advanced training partnerships, will continue to build the skilled workforce needed to meet our industry's evolving demands.

INNOVATION, DIGITAL TRANSFORMATION, AND CYBERSECURITY

The past ten years of the SACAA was marked by a resolve to revolutionalise the way we do business through a significant investment in technology. The SACAA's digital transformation journey has recorded a number of wins, including:

- A revamped website that boasts interactive functionalities powered by Artificial Intelligence capabilities.
- Migration from paper-based licenses to smart card licences that have security and provide access to licensee information instantly.

- The launch of a Client Contact Centre that operates on extended hours giving the SACAA client access to the regulator's services beyond official working hours.
- Launching an eServices functionality that allows operators end-to-end renewal of their Air Operator Certificates and other approvals online.
- Allowing members of the industry, especially aviation students and enthusiasts, the ability to verify accredited Aviation Training organisations and Designated Flight examiners at a click of a button.

The road to a complete paperless work environment is still in progress. The organisation aims to complete this journey in this strategic cycle.

MAINTAINING HIGH STANDARDS IN SAFETY AND SECURITY

The previous strategic cycle emphasised a need to enhance our safety and security posture at a global level. The organisation achieved this by successfully elevating South Africa's ICAO safety rating to 91,11% thereby reclaiming our position at the top of Africa's rankings. South Africa sharply moved from being in the top 40 ICAO rankings amongst 193 ICAO Member States to being in the top 20. The SACAA also participated in a peer assessment by the United States' Federal Aviation Administration (US-FAA) that resulted in the State retaining the Category 1 status in the US FAA's International Aviation Safety Assessment.

Subjecting the State's security oversight system through independent assessments ensures that our aviation security system remains strong and continues to improve in the face of the global security challenges faced by aviation entities daily. South Africa's cargo security system has received permanent recognition from the United States' Transport Security Administration (US-TSA) following a number of assessments conducted over the past five years. The aviation industry is in a search for sustainable solutions related to cyber security threats that needs to be mitigated as the world transitions to technology-enabled systems. The balance between client efficient processes, increased reliance on technology and the protection of data and information will remain on the agendas of many global security panels and working groups.

As the aviation industry continues to evolve, the SACAA commits to pushing ourselves harder to ensure that we do not drop our standards but that we strive to match the fast-paced introduction of new technology in the aviation space from a regulatory perspective. The global discourse on the impact of aviation activities on the environment and the introduction of sustainable aviation fuels brings new challenges to an African continent grappling with a myriad of priorities. In the next five years, the SACAA will not just build capacity in terms of skills but will continue to partner with relevant stakeholders to ensure that we deliver on the expanded mandate entrusted upon the Regulator by the government of South Africa.

In terms of the safety record in relation to commercial operations, South Africa's scheduled airline sector continues to be exemplary as the country has not recorded any fatal scheduled aircraft accident in nearly four decades. This speaks of a robust relationship between government, the Regulator and the industry that ensures continuous engagement on matters of safety and security.

LOOKING FORWARD TO THE NEXT FIVE YEARS

In the next five years, the SACAA is looking forward to entrenching a culture of high performance amongst our employees, building a workforce that is both multi-skilled and thriving, adding value to our client and stakeholder experiences through efficient systems with shorter turnaround times, building systems that are AI enabled and responsive and investing in research and development initiatives that will strengthen our innovation capabilities as we seek to provide a regulatory framework that matches or surpasses industry growth.

We have made strides in the transformation agenda, albeit not significant enough. The SACAA will therefore continue building on the gains recorded in the past five years by contributing to a gender-balanced industry that creates opportunities for the youth.

The SACAA will be moving to its new home in the next financial year and intends on ensuring that the new premises provides a conducive work environment for its employees and that it contributes to the wellbeing of the workforce. The new premises will also ensure convenience and ease of transaction for the organisation's clients. We look forward to moving to our new home in the near future.

As part of the move to the new premises the organisation will be launching an equally exciting project, namely the rebranding project. The organisation is working towards a fresh new image that supports the positive developments achieved in the recent past that have become synonymous with excellence. The organisation has made significant strides towards achieving regulatory excellence. It is timely that we reposition the brand as one that is counted among the best in the world. We look forward to introducing the new and improved SACAA brand.

ACKNOWLEDGMENTS AND COMMITMENT

I wish to extend my sincere gratitude to the Minister of Transport, Ms Barbara Creecy and her Deputy Mr Mkhuleko Hlengwa for their support to this entity since their appointment in June 2024. Your guidance is truly appreciated. As we enter this new strategic cycle, we look forward to the wins we will collectively claim at the end of this new strategic cycle.

The Board has remained a trusted voice, and ever-present support system as we navigated all the challenges of the past five years. They have witnessed the Regulator swim in unfamiliar territories as we battled to keep afloat during the pandemic. We have recorded a number of wins as a formidable team and for this I am forever grateful for the leadership and guidance of the Board.

The SACAA management and staff have proved year after year that there is no challenge that is too big for team SACAA. Ours is a family bond that continues to grow and strengthen through various highs and lows. We have made it thus far and I am confident that the next five years will not be any different.

Our resolve to emerge victorious through any challenge remains what binds us together as a team firmly holding on to our values and culture pillars of exemplary Leadership, Client-centricity, Ethics and Governance, Performance Excellence, Collaboration and Communication, Empowerment and Diversity, Inclusion and Equity.

Yours sincerely,

MS POPPY KHOZA
Director of Civil Aviation
Date: 03/04/2025

4 OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the Executive and Staff of the South African Civil Aviation Authority under the guidance of the SACAA Board and in consultation with the Department of Transport.
- Considered all the relevant policies, legislation, and other mandates for which the SACAA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs that the SACAA will endeavour to achieve over the period from 2025/26 to 2029/30.
- Has been approved by the Board.

Mr Mthokozisi Madlala
Manager: Strategy, Performance & Research
Date: 03/04/2025

Ms Phindiwe Gwebu
Executive: Corporate Services
Date: 03/04/2025

Mr Asruf Seedat
Executive: Finance
Date:03/04/2025

Ms Poppy Khoza
Director of Civil Aviation
Date: 03/04/2025

Mr Ernest Khosa
Chairperson of the Board
Date: 03/04/2025

Ms Barbara Creecy, MP
Minister of Transport,
Executive Authority
Date: 03/04/2025

5

PART A
OUR MANDATE

5.1 LEGISLATIVE AND OTHER MANDATES

5.1.1 The Act

The South African Civil Aviation Authority (SACAA) is an agency of the Department of Transport (DoT), established on 01 October 1998, following the enactment of the now repealed South African Civil Aviation Authority Act, 1998 (Act No. 40 of 1998). This Act was replaced by the Civil Aviation Act, 2009 (Act No. 13 of 2009), which came into effect on 31 March 2010.

As outlined in the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) (as amended by Act No. 29 of 1999), the SACAA is a Schedule 3A public entity. The PFMA designates the SACAA's Board of Directors as the organisation's Accounting Authority responsible for governance, while the Minister of Transport is the Executive Authority.

The Civil Aviation Act provides for the establishment of a stand-alone authority, mandated with controlling, promoting, regulating, supporting, developing, enforcing and continuously improving levels of safety and security throughout the civil aviation industry. The above is achieved by complying with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organisation (ICAO), while considering the local context.

The SACAA, through a Ministerial order, is mandated with the administrative functioning of the Aircraft Accident and Incident Investigation Division (AIID), while the Department of Transport is responsible for the functional running of this unit. At the time of establishment, the SACAA was also tasked with running of the Flight Inspection Unit, whose aim is to conduct calibration and flight inspection of ground radio navigational aids in South Africa and beyond.

In 2022, the President signed into law the Civil Aviation Amendment Act, 2021 which is currently awaiting proclamation by the President of the Republic. The amendment seeks to cure critical structural arrangements in relation to the independence of the aircraft accident investigation functions.

5.1.2 International Civil Aviation Organization

The International Civil Aviation Organization (ICAO) is a specialised agency of the United Nations (UN), established in 1944 by member states to oversee the administration and governance of the Convention on International Civil Aviation, also known as the Chicago Convention. ICAO collaborates with its 193 Member States and industry groups to build consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies. These efforts support a civil aviation sector that is safe, efficient, secure, economically sustainable, and environmentally responsible. ICAO's SARPs and policies guide Member States in aligning their local civil aviation operations and regulations with global standards, enabling over 100,000 daily flights in the global aviation network to operate safely and reliably across all regions of the world.

In addition to its primary role in facilitating consensus-driven international Standards and Recommended Practices (SARPs) and policies among its 193 Member States and industry partners, ICAO engages in a wide range of other critical activities. These include coordinating assistance and capacity-building initiatives for member states to support various aviation development goals, as well as producing global plans that guide multilateral strategic progress in areas such as safety and air navigation. ICAO also monitors and reports on key performance metrics within the air transport sector and conducts audits of member states' civil aviation oversight capabilities, particularly in safety and security. Through these efforts, ICAO ensures that the global aviation system remains safe, secure, efficient, and aligned with international standards, thereby fostering sustainable growth in the sector.

The Republic of South Africa, as a signatory State to ICAO, is committed to working with the international community to ensure safe and secure skies. This is coordinated by the Department of Transport; and all aviation organs of the State are required to collaborate to achieve this mandate. The SACAA, through the Civil Aviation Act, 2009 (Act No. 13 of 2009), has a mandate

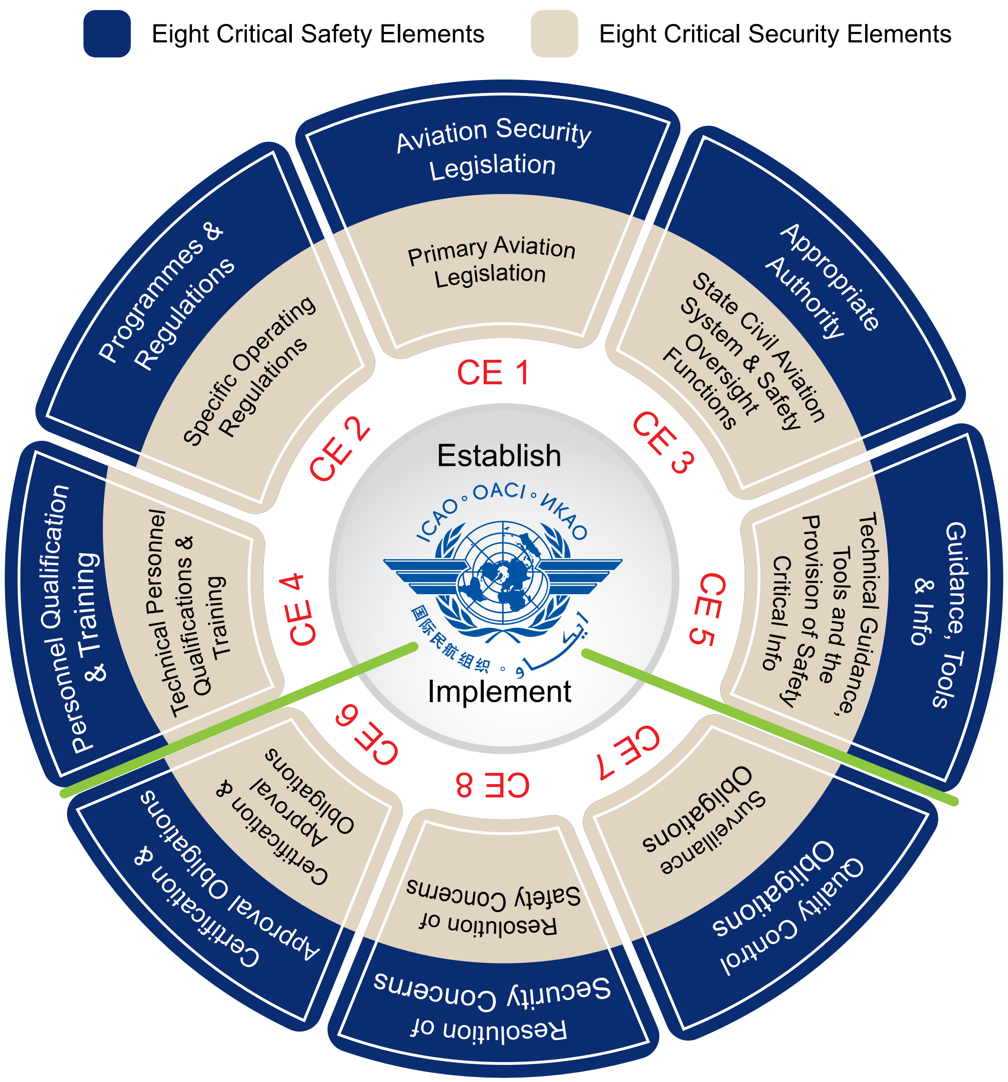
to regulate aviation safety and security in accordance with ICAO prescripts. One of the key amendments in the pending Civil Aviation Amendment Act, 2021 is the inclusion of environmental oversight as one of the responsibilities of the Authority. The amendment also allocates the responsibility of flight inspection to the Authority, amongst other things.

5.1.3 ICAO Critical Elements

ICAO Contracting States, in their efforts to establish and implement an effective safety and security oversight system, need to consider the Critical Elements (CEs) for safety and security oversight. Critical elements are essentially the safety and security advancement tools of a safety and security oversight system and are required for the effective implementation of policies and associated procedures related to aviation safety and security. States are expected to implement the safety and security oversight critical elements in a way that assumes the shared responsibility of the State and the aviation community.

The critical elements of a safety and security oversight system encompass the whole spectrum of civil aviation activities. The effective implementation of the CEs is an indication of a state's capability regarding safety and security oversight. The following diagram demonstrates the regulatory areas depicted under the different critical elements. The CEs from one (1) to five (5) pertain to the establishment of the safety and security systems, while the CEs from six (6) to eight (8) address the Effective Implementation (EI).

Figure A1: ICAO Critical Elements on safety and security



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

The SACAA is guided by global, continental and national policies and strategies over the next five-year planning period. The organisation conducted a holistic review of global, continental and national imperatives to ensure that the impact of the SACAA strategic outcomes delivers positive societal contributions. In the development of the strategic plan, the SACAA considered the 2030 Agenda adopted by the United Nations (UN) General Assembly. The agenda is a commitment to eradicate poverty and achieve sustainable development by 2030 worldwide, ensuring that no one is left behind. The 17 UN Sustainable Development Goals (SDGs) are highlighted in Figure A2 below.

Figure A 2: The 17 UN Sustainable Development Goals (SDGs)

On a global level the SACAA also considered the ICAO global plans to ensure alignment of the strategy with global imperatives. Figure A3 below provides a summary of ICAO global plans.

Figure A3: ICAO GLOBAL PLANS

ICAO GLOBAL PLANS

An efficient air transport system in any economy has been recognised as a significant catalyst for sustainable development. In fulfilling its mandate of regulating aviation safety and security, the SACAA achieves its work through the effective implementation of the ICAO Global Plans, namely:

1	2	3
The Global Air Navigation Plan	The Global Aviation Safety Plan	The Global Aviation Security Plan

The SACAA's purpose and mission statement; to regulate civil aviation safety and security in support of the sustainable development of the aviation industry, is the driving force behind the SACAA's successful delivery of the three ICAO global plans that are effectively aligned to the UN Sustainable Development goals. These plans have targeted that Member States need to meet with each edition of the plans. It is important to highlight that through the SACAA, South Africa is on course to deliver on the aspirations of the plans.

AFRICAN UNION AGENDA 2063 ASPIRATIONAL GOALS:

On a continental level, the SACAA recognises the African Union (AU) Agenda 2063, as the strategic framework for the socio-economic transformation of the continent in the next 39 years. The Agenda is crafted along seven (7) aspirations. The statement below reflects the collective AU vision on the aspirations:

Agenda 2063

THE AFRICA WE WANT

"The aspirations reflect our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realised, and with freedom from fear, disease and want."

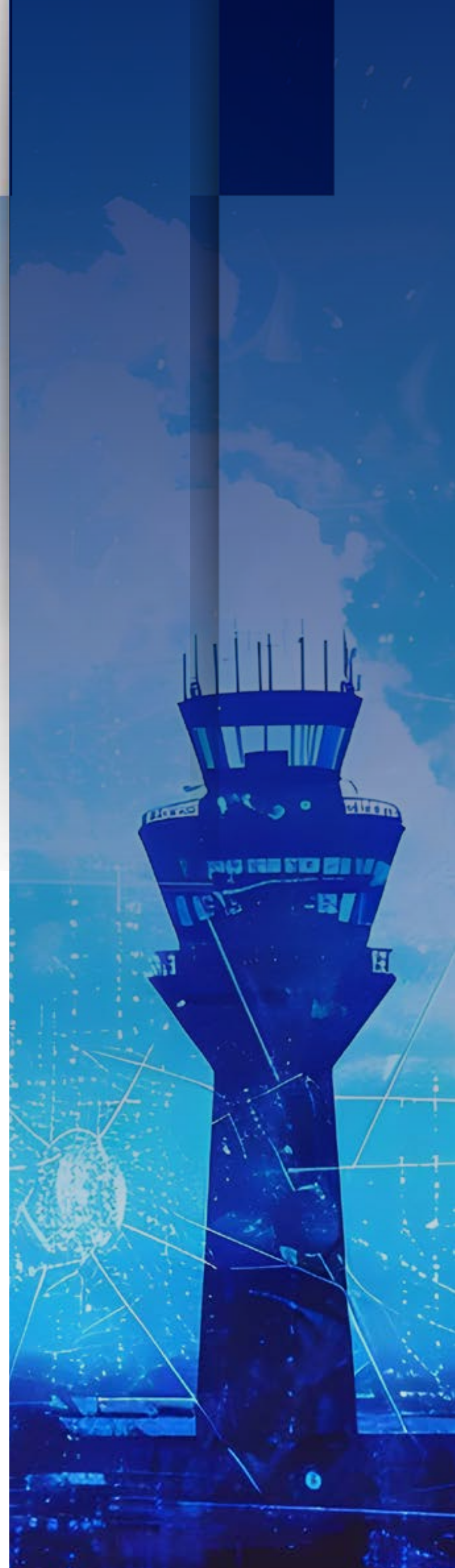
The seven (7) Africa Agenda 2063 aspirations are listed below:

THE ASPIRATIONS FOR THE AFRICA WE WANT:

1. A prosperous Africa, based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values and ethics
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
7. Africa as a strong, united and influential global player and partner

The SACAA delivers on this continental vision and the delivery of the Africa Agenda 2063 through its continuous contribution to the African Civil Aviation Commission (AFCAC), which is a specialised agency of the African Union, responsible for civil aviation matters in Africa. The SACAA provides support to the work of the Commission by making technical resources available to enable and contribute to the African aviation community.

Additionally, the SACAA contributes to the Africa 2063 aspirational goals through the implementation of its Regional Cooperation Strategy that enhances collaboration, cooperation and the provision of technical assistance proactively and with the intention of improving the African civil aviation safety record and the effective implementation of SARPs.



THE REPUBLIC OF SOUTH AFRICA: NATIONAL IMPERATIVES

As a state-owned public entity reporting to the Department of Transport, the SACAA is mandated to deliver on the State's obligation to provide regulatory oversight over the holistic civil aviation system. This is to ensure that the Republic of South Africa achieves its international obligations as a signatory to the Chicago Convention.

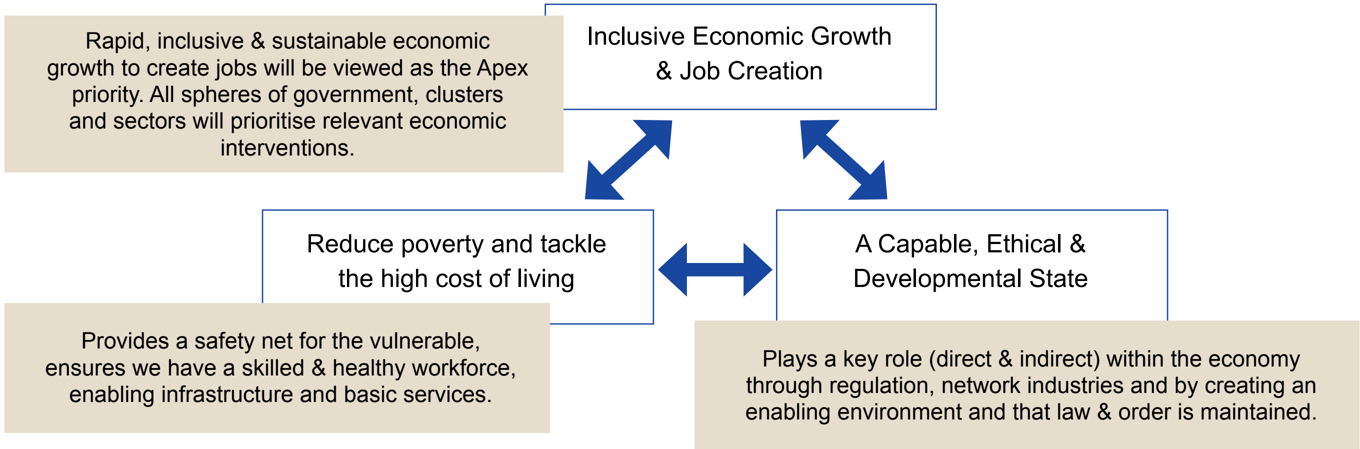
The aviation sector is an enabler of sustainable development, and in the development of the Strategic Plan, the SACAA takes cognisance of and aligns with the national priorities and plans. The National Development Plan (NDP) has been a pivotal guide for the organisation in crafting its five-year strategy.

On the domestic front, the SACAA continues to recognise the aviation sector's contribution to achieving sustainable economic, social and environmental development through alignment to the national priorities and NDP outcomes. Currently South Africa is faced with the following three key challenges:

Fighting unemployment	Fighting poverty	Fighting inequality

To address these challenges South Africa's economy must be placed on a sustainable, long-term growth trajectory. As such an efficient and effective integrated transport system is an enabler of economic growth. Our success or failure in providing such an integrated system will determine the level of our country's ability to address these key challenges. The SACAA recognises the NDP Pillars and three priorities of the 7th Administration. The SACAA needs to demonstrate support and alignment to these priorities. The three priorities are:

Figure A4 The three (3) priorities of the 7th Administration



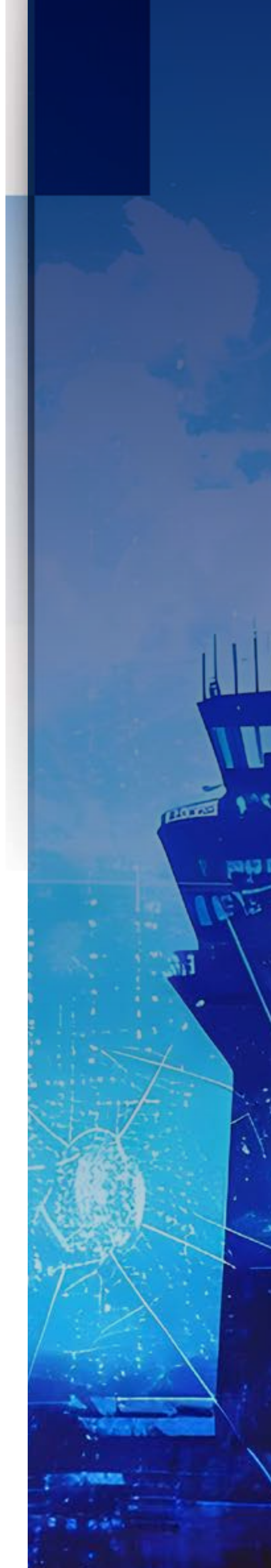
NATIONAL DEPARTMENT OF TRANSPORT (DoT) OUTCOMES

The Department of Transport, as the shareholder, has identified the following outcomes as the focus areas for the department in the next five years.

Table A1 NATIONAL DEPARTMENT OF TRANSPORT OUTCOMES

1	Governance – Greater Efficiency, Effectiveness and Accountability
2	Infrastructure Build that stimulates Economic Growth and Job Creation
3	Building a Maritime Nation, Elevating the Oceans Economy
4	Accelerating Transformation towards Greater Economic Participation
5	Environmental Protection – Recovering and Maintaining a Healthy Natural Environment
6	Public Transports that enable Social Emancipation and an Economy that works
7	Safety (and Security) as an Enabler of Service Delivery

The Regulator’s five-year strategy will ensure alignment with the applicable outcomes of the DoT.



6

PART B

OUR STRATEGIC FOCUS

Vision Statement

A world class civil aviation regulator.

Mission Statement

To regulate civil aviation safety and security in support of the sustainable development of the aviation industry.

Brand Promise

Keeping you safe in the sky

Values	Attributes
Safety & Security	Independently executing our mandate fairly and impartially
Teamwork	Working together as a team and taking joint accountability for the results
Integrity	Maintain high ethical standards that engenders trust and transparency amongst all our stakeholders
Collaboration	Working with our stakeholders to achieve common goals
Service Excellence	Focus on understanding and meeting client needs through innovative approaches
Accountability	Taking ownership for decision making and actions

7 SITUATIONAL ANALYSIS

7.1 External Environmental Analysis

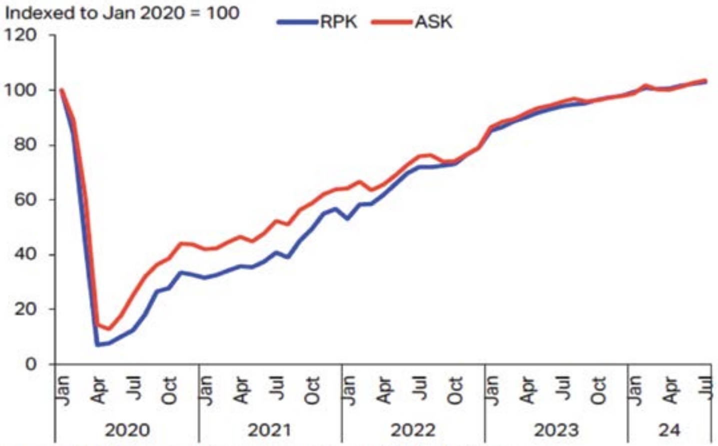
Across the globe the civil aviation industry was significantly impacted by the Covid -19 pandemic resulting in substantial negative impact on passenger numbers and aviation businesses. As such the industry is currently steadily recovering, focusing on rebuilding the sector and ensuring that it becomes resilient. Following this significant impact the International Air Transport Association (IATA) predicts that global air passenger activity will double by 2035. This prediction shows a steady increase in air travel demand over the long term. At a continent level, IATA also predicted a growth rate of 5.4 % per annum in Africa which exceeds the global average of less than 5% per annum over this period, this will be driven by increasing middle-class populations and economic development in emerging markets.

There is also evidence which shows distinct trajectories for different parts of the world in the variations in air travel growth. For example, the Asia-Pacific region is poised for significant expansion, largely fueled by the swift recovery in major economies such as China and India, coupled with its vast population and burgeoning middle class. This region is projected to lead global passenger growth. In contrast, North America and Europe are expected to recover strongly but at a more gradual pace compared to Asia-Pacific, with North America likely to experience robust demand for both domestic and international travel.

Industry revenues are expected to reach a historic high of $996 billion in 2024 while industry expenses are expected to grow to $936 billion in 2024 (+9.4% on 2023). Fuel is expected to average $113.8/barrel (jet) in 2024 translating into a total fuel bill of $291 billion, accounting for 31% of all operating costs and passenger revenues are expected to reach $744 billion in 2024, up 15.2% from $646 billion in 2023. Revenue passenger kilometers (RPKs) growth is expected to be 11.6% year on year. The long-term 20-year growth trend is expected to see passenger demand grow 3.8% annually for the 2023-2043 period. Passenger yields are expected to strengthen by 3.2% over 2023 (Industry outlook continues to improve | Airlines (iata.org)).

The industry's air passenger traffic, measured in RPK, grew healthily in July 2024 while maintaining the trend of a smooth transition towards lower conventional figures. Volumes continued to soar above previous months and years. Yearly growth stood at 9.4% while 0.7% in Month on Month (MoM) terms, based on seasonally adjusted data (Chart 1).

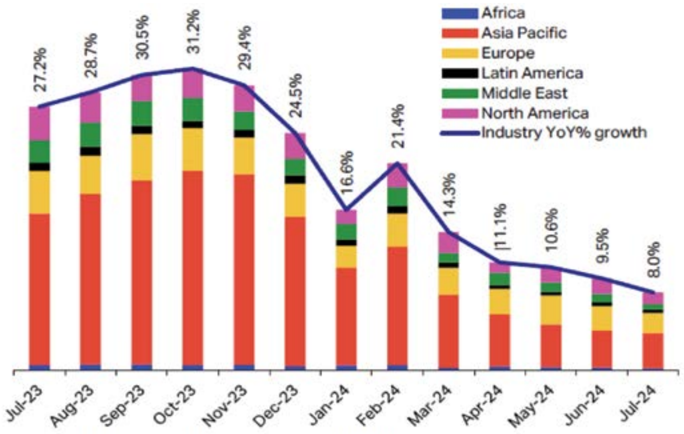
Chart 1 – Global RPK and ASK, Seasonally Adjusted, Indexed to Jan 2020 = 100



Sources: IATA Sustainability and Economics, IATA Monthly Statistics

Industry growth rates are gradually moderating, including in July 2024. However, Asia Pacific airlines continue to lead in traffic growth. Particularly, the transition for Asia Pacific is prominent thanks to traffic surges from low volumes in 2023. It emphasises the region's presence and effect on the industry's total passenger traffic growth chart 2.

Chart 2 – Regional contribution to industry annual total RPK growth



Sources: IATA Sustainability and Economics, IATA Monthly Statistics

IATA predicts that whilst industry profitability is fragile, it could be affected positively or negatively by many factors, such as:

- **Global economic developments:** The airline industry's performance has traditionally been tied to global economic conditions. Despite challenges such as inflation, elevated interest rates, and decelerating GDP growth in the aftermath of the pandemic, the sector has demonstrated significant resilience. It is important to monitor economic developments in China closely, as the country's slowing growth, high youth unemployment, and the shift from manufacturing to a stronger service sector suggest a major economic transition. This transition could have extensive ramifications beyond China's borders.
- **War:** The operational effects of the Russia-Ukraine conflict and the Israel-Hamas conflict have largely been confined to the regions directly involved. However, any escalation in these conflicts could adversely affect the broader economic outlook.
- **Supply chains:** Disruptions in supply chains continue to impact on global trade and business operations. Airlines have been notably affected by unexpected maintenance problems with certain aircraft and engines, as well as delays in receiving aircraft parts and new aircraft deliveries. These issues have constrained capacity expansion and slow fleet renewal efforts.
- **Regulatory risk:** On the regulatory front, airlines may encounter increasing compliance costs associated with evolving passenger rights regulations, regional environmental initiatives, and accessibility requirements.
- **Public policy:** The unprecedented number of elections in 2024 could lead to significant shifts in the global political landscape. While a stronger emphasis on business-friendly policies and economic growth would benefit the aviation industry, a move away from global institutions, international trade, or policy gridlock resulting from polarized politics could have negative repercussions. Additionally, as airlines intensify their efforts towards decarbonization, any weakening of political commitment to achieving net-zero carbon emissions by 2050 could jeopardize the policy support essential for reaching this critical goal. (Industry outlook continues to improve | Airlines (iata.org))

It is also notable that both air cargo and passenger traffic have defied a challenging macro-economic environment. Despite consumer inflation, people continue to travel in growing numbers. And emerging opportunities, such as time and temperature sensitive cargo and e-commerce, are strong air cargo performers even as international trade faces headwinds.

For the local aviation industry to expand and fulfil its potential, passenger growth must return to levels greater than 5%.

At a national level, the political landscape presents both challenges and opportunities for the SACAA. Changes in government policies and legislation, especially under a government of national unity, could impact the organisation in various ways. Immigration policy changes and the implementation of B-BEEE legislation could either positively or negatively affect the SACAA's operations.

Moreover, restrictive Treasury policies and global political tensions may alter technical cooperation agreements with other civil aviation authorities. The expansion of BRICS and regional treaties like SAATM could also influence the regulatory environment and operational dynamics, depending on how these are implemented.

The global economy, marked by exchange rate fluctuations and oil price volatility, significantly impacts the organisation. These factors affect ticket prices, SACAA's revenue, and overall economic growth and connectivity within the aviation industry. Local challenges such as electricity and water shedding, low GDP growth, and supply interruptions in aviation fuel and spares also pose risks to business continuity and safety. Additionally, the slow recovery of airlines and tighter fiscal controls could lead to high ticket prices, reduced air travel, and challenges in sustaining operations.

Sociological factors such as social inequality, unemployment, and high crime rates influence the aviation sector's workforce and security. These issues affect disposable income, the pool of available talent, and overall industry growth. Industrial action, public unrest, and the spread of communicable diseases also pose significant risks to passenger movements, safety, and business continuity. Furthermore, the lack of diversity and inclusion within the industry limits its representativeness, while globalisation intensifies the competition for skilled labor.

The rapid evolution of technology, including the Fourth and Fifth Industrial Revolutions, brings both opportunities and challenges to the SACAA. While new technologies improve operational efficiency and safety, the slow pace of regulatory adaptation may stifle innovation. The integration of emerging technologies, such as Unmanned Aerial Systems and AI, requires a skilled workforce and presents cybersecurity risks. Compatibility with legacy systems and the affordability of new technology are additional concerns that the SACAA must address to maintain operational effectiveness.

Climate change and environmental concerns are increasingly impacting the aviation industry. Changing weather patterns, such as volcanic ash clouds, disrupt aviation activities and infrastructure. The introduction of ICAO Global Market-based Measures, like Sustainable Aviation Fuel (SAF), presents challenges related to production costs, infrastructure readiness, and aircraft modifications. Additionally, space weather, cosmic radiation, and weather modification practices like cloud seeding pose further risks to aviation operations and safety. Legal challenges stem from changes in government policies and legislation that create uncertainty and instability, affecting decision-making and sustainability.

Legislative barriers to entry, inconsistencies between international and local laws, and the impact of global events like pandemics and wars can disrupt business continuity and compliance. The introduction of new laws, such as the POPI Act, Air Services Bill, and environmental regulations, requires the SACAA to navigate complex legal landscapes to ensure operational compliance and maintain its international standing.

Black Economic Empowerment Compliance

The organisation complies with the BEE Act and the Transport sector codes. The organisation's B-BBEE status is evaluated on an annual basis. The SACAA holds a Level 2 B-BBEE contributor certificate. The SACAA submits its annual B-BBEE information to the BEE Commission in compliance with the law.

7.1.1 PESTLE Analysis

PESTLE Factor	Factors	Potential impact
Political	■ Change in government policies and legislation	■ Incoming dynamics presented by the government of national unity may present both positive and negative impacts for the organisation. ■ Immigration policy changes may impact the Regulator both positively and negatively. ■ Attitude to the implementation of B-BEEE legislation of the new government.
	■ Prohibitive Treasury policies and regulations	■ Restrictive and time-consuming supply chain regulations.
	■ Global and regional political tensions & instability (e.g., terrorism and conflict).	■ Diplomatic stance of the parties of the South African Government of National Unity to other states. ■ The technical cooperation agreements between the SACAA and other national civil aviation authorities might change.
	■ Expansion of BRICS	■ Expansion of BRICS may present positive or negative opportunities for the organisation.
	■ Introduction of prohibitive travel legislation e.g., Visa laws.	■ Potential immigration changes for South Africans ■ Potentially positive immigration changes to bolster tourism to South Africa. ■ Changes in visa regulations could impact the SACAA financially.
	■ Implementation of Regional Trade treaties such as the Single African Air Transport Market (SAATM) and the Programme for Infrastructure Development in Africa (PIDA)	■ There are treaties in place, but inconsistent implementation from parties. ■ The impact on the Regulator from an oversight perspective.

PESTLE Factor	Factors	Potential impact
Economic	■ Global tensions result in exchange rate fluctuation, oil price movements and the changes in flight paths.	■ Price of tickets. ■ Economic growth and connectivity.
	■ Potential emerging currencies.	■ Price of tickets ■ SACAA revenue ■ Exchange rate volatility ■ Competition within the emerging and external currencies. ■ Political factor. ■ Access to emerging markets ■ Diversification of markets ■ Strengthened ties with emerging markets
	■ Electricity and water shedding.	■ Business continuity ■ Safety and security
	■ Low GDP growth forecast.	■ Correlation of GDP growth and passenger numbers. ■ The impact of the growth of the Drone Economy. ■ The current economy, resulting in high or low inflation and increased interest rates affecting air travel. ■ Stronger government fiscal controls. ■ Propensity to spend. ■ Impact on the Consumer Price Index (CPI).
	■ Supply interruptions in aviation fuel and spares (e.g., supply of spares, fuel, etc.)	■ Safety and security ■ Price of tickets ■ Economic growth
	■ Exchange rate fluctuations	■ The price of flight tickets; Sustainability of airlines. ■ The price of aviation spares and equipment. ■ Attract more tourists
	■ Slow recovery of airlines.	■ The price of tickets is high, discouraging air travel. ■ Decreased connectivity. ■ Open skies (SAATM) increase and stimulate the growth of the industry

PESTLE Analysis

PESTLE Factor	Factors	Potential impact
	■ Tighter government fiscal controls	■ Affect the regulator even though it is self-sustaining financially. ■ Affects the tariff increases for the SACAA
	■ Macro-economic policy uncertainty.	■ Economic growth. ■ Consumer behaviour.
	■ Global economic meltdown	■ Economic growth. ■ Reduced travel patterns and aviation activities. ■ Reduces disposable income.
	■ Stringent Barriers to entry in the commercial aviation industry	■ High set-up costs, anti-competitive behaviour, and stringent regulatory requirements; Elasticity of demand.
	■ A negative credit rating of the country.	■ Reduces investor confidence; Economic growth.
	■ The Grey listing e.g., FICA compliance, elicit economic activity.	■ Reputational blow and economic set-back.
	■ Strong foreign airlines competition	■ Local airlines struggle to compete which affect their sustainability ■ Price of tickets becomes unaffordable
Sociological	■ Social Inequality e.g., income, gender, education, racial and social class.	■ Disposable income ■ Limited pool of talent. ■ Uptake and growth of the industry. ■ Overall representation within industry e.g., gender, racial and income perspective.
	■ Industrial action and public unrest.	■ Passenger movements, airport access and security. ■ Aviation and community safety.
	■ High rate of unemployment.	■ Leads to crime and disruption of services ■ Education is limited to those with higher income
	■ High rate of crime and corruption	■ Increase in white collar crime. ■ Reputation and impact on foreign investment. ■ Safety and security.

PESTLE Factor	Factors	Potential impact
	■ Spread of communicable diseases., COVID-19, Zika virus, Ebola, Monkey pox, etc.	■ Passenger movements and traffic ■ Mental health ■ Passenger Safety Charge and SACAA revenue ■ Business continuity ■ Skills loss ■ Radiation Accidents associated with the war and Monkey Pox.
	■ Lack of transformation, diversity and inclusion in the broader civil aviation industry.	■ Lack of representation in the industry – race and gender ■ Equity in racial and gender profile ■ Unemployment ■ Gender mainstreaming in aviation
	■ Globalisation	■ Brain drains ■ Affordability of niche level skills ■ War for talent ■ Sustainability of the civil aviation industry
	■ Rise in substance abuse	■ Operational and passenger safety.
	■ Urbanization	■ Improved economic activity
	■ Illegal settlements	■ Mushrooming of residential areas encroaching on the airport premises.
Technological	■ The Fourth and Fifth Industrial Revolution (IR).	■ Efficiency and effectiveness of operations ■ Improved safety and efficiency. ■ Impact on skills pipeline and workforce readiness. ■ Stifling innovation because of the slow pace of developing regulations to cater for new technology and innovation. ■ The affordability of new technology. ■ Compatibility of the new technology with legacy systems. ■ Integration, optimisation and responsiveness to Artificial Intelligence. ■ Research capabilities in terms of 4IR / 5IR

PESTLE Analysis

PESTLE Factor	Factors	Potential impact
	■ Evolving and emerging technology such as Unmanned Aerial Systems (UAS) and Advanced Air Mobility	■ Growth of the aviation industry. ■ Non-traditional clients introduced in the aviation industry. ■ Integration of new technology in aviation. ■ Skills pipeline ■ Compromise Safety and security ■ Adaptability to legislative changes.
	■ Cyber security threats in operations and organisation.	■ Data breaches and theft ■ Compromise safety and security ■ The inability to recover the systems following a cyber-attack. ■ nsufficient contingency plans nationally in the event of a cyber-attack.
Environmental	■ Climate change.	■ Changing weather patterns impacting aviation activity such as volcanic ash clouds. ■ Sustainability. ■ Infrastructure destruction. ■ Disruption in supply chain. ■ Passenger movements. ■ Flight paths.
	■ Introduction of ICAO Global Market-based Measures	■ Production cost of SAF. ■ Infrastructure readiness. ■ Startup costs are capital intensive. ■ Availability of a Skills pool. ■ Aircraft modifications to be SAF compatible. ■ Improvement in operations.
	■ Space weather and cosmic radiation	■ Affects 5G satellite, GPS and navigation.
	■ Weather modification	■ Cloud seeding causes extreme weather patterns.

PESTLE Factor	Factors	Potential impact
Legal	■ Change in government policies and legislation.	■ Uncertainty in terms of policy direction. ■ Instability which impacts sustainability. ■ Hinders decision making in the public sector. ■ Delays in finalising policy reforms. e.g., the amendment of the Immigration Law, introduction of the POPI Act, PAIA Act, taxation laws, B-BBEE transport codes, Air Services Bill and Labour laws, environmental laws, PFMA, regulation changes and Fee Structures.
	■ Legislative barriers to entry.	■ Economic growth ■ Impacts competition which pushes up prices and stifles air connectivity / air travel. ■ Transformation.
	■ International instruments that are in conflict or inconsistent with local legislation.	■ Lack of harmonisation of laws. ■ Safety and security. ■ International standing and reputation.
	■ Legislative changes impacted by e.g., natural disasters such as pandemics, wars, technology and terrorism.	■ Lack of readiness for compliance. ■ Disruption affects business continuity. ■ Lack of coordination and direction. ■ Confusion and uncertainty.

7.2 Internal Environmental Analysis

The SACAA demonstrates significant internal strengths, with a strong, agile, and highly skilled workforce supported by resilient and stable leadership committed to delivering the organisational mandate. Over the past decade, the entity has maintained a high-performing posture, evidenced by continuous clean audit opinions, robust governance, and effective regulatory oversight.

The organisation's visibility and influence are bolstered through structured stakeholder engagement, a favorable international footprint, and a strong reputation both locally and globally. Competitive employee benefits, flexible working arrangements, and continuous investment in human capital development contribute to maintaining a motivated and capable workforce.

Additionally, the organisation benefits from a secure Information and Communication Technology (ICT) system and alignment of its oversight functions, which support its operational effectiveness. However, the SACAA faces internal challenges, including inconsistent adherence to client service standards, inadequate data analytics capabilities, and uneven application of safety and security protocols across technical divisions. These gaps present opportunities for enhancement in service delivery and operational consistency. The organisation is well-positioned to capitalise on several opportunities, including advancing automation and AI integration to optimise client services and enhance safety oversight.

Leveraging its global standing, investing in research and innovation, and expanding its national footprint will further strengthen the SACAA's influence and performance. Additionally, enhancing the use of data analytics to drive decision-making will be key to future growth. Despite these strengths and opportunities, the SACAA faces external threats that could impact its internal environment. These include global skill shortages, legal liabilities, security risks, and the effects of political instability and climate-related challenges. Addressing these risks through proactive strategies is crucial for sustaining the organisation's operational resilience and long-term success.

To address the SWOT analysis, the SACAA used the following internal strategies:

1. EMPLOYEE ENGAGEMENT

The SACAA recognises that its most valuable asset is its Human Capital— our dedicated employees. To enhance the value proposition, the organisation has strengthened employee engagement mechanisms, ensuring that their insights shape the organisation's strategic direction. As the organisation transitions to a workforce that increasingly includes millennials, management is committed to balancing innovation with the experience and stability of the middle-aged workforce.

This blend of traditional values with modern approaches reflects both the internal culture of SACAA and the evolving industry the organisation serves. The organisational culture is built on principles that support the implementation of the strategic objectives and are fully aligned to the organisation's values.

Similarly to the current Strategic Plan, the organisation adopted both a bottom-up and top-down approach in developing the new Strategic Plan for 2025/26 – 2029/30.

Employees were extensively consulted and engaged, offering their perspectives on how better value can be created for the clients, the flying public, and other key stakeholders. This thorough engagement allowed the organisation to reflect on internal processes, considering both micro and macro factors that influence the Authority's operations. Most importantly, the organisation explored the impact the SACAA aims to make on the world, regionally, and nationally.

Through this introspective process, after identifying the organisational strengths and weaknesses, management and staff identified key themes that will guide the focus and areas of improvement in the next five years.

The organisation also tested the engagement levels of staff and indications are that even though the feedback was positive, it is not at the level that the leadership would wish to see it. The outcome presents great opportunities and data that inform relevant strategies to improve staff engagement levels.

2. CLIENT-CENTRICITY

The commitment of the organisation towards superior client experiences is demonstrated by the adoption of service excellence and client centricity as a Value and Culture pillar respectively, which ensures that a concerted focus and continuous improvement in matters of clients and stakeholders remain at the centre of the organisation's strategic focus.

The organisation subscribes to Peter Drucker's statement, the Austrian-Amenrican educator who said: "You can't manage what you can't measure," which is a powerful and frequently cited principle in business management.

It emphasises the importance of quantifiable metrics in managing and improving business processes or any organisational function. The organisation has been intentional about this in the implementation of the current strategic plan and several interventions were implemented as follows:

a) The introduction of the Client Contact Centre which operates on extended hours and has adopted web-based tools to ensure clients always have access to the organisation.
b) The launch of an interactive website empowered with an eServices portal currently int the second phase of implementation. The portal enables operators to renew and pay for their certificates and approval online.
c) The automated client processes allow the organisation to receive feedback on service levels in real time and they improve reporting to the relevant leadership structures.

The organisation aims to improve the work done in the past five years thereby ensuring improved client experience and accountability.

3. BUILDING ORGANISATIONAL CAPABILITY AND CAPACITY

The SACAA embarked on an automation journey in the past few years marking the beginning of a journey towards being a paperless organisation. SACAA views innovation as an opportunity to improve employee performance, meet client demands and increase efficiency and productivity. In this fast-paced technology driven industry, it is important for the Regulator to adapt quickly as changes unfold.

The organisation is reviewing its previous decision to decentralise services and establish presence provincially. The adoption of technology as a driver of efficient services is embraced as the more attractive option going into the future. The next five years are earmarked to complete the automation journey and ensure that all services are accessible online.

7.2.1 SWOT Analysis

	Positive Impact	Negative Impact
	Strengths	**Weaknesses**
Internal	■ Strong, stable, agile, and transformed workforce ■ Resilient and stable leadership focused on delivering the organisational mandate. ■ Defined client measurable service standards. ■ SACAA brand visibility on social media platforms ■ Alignment of Meteorological MET Authority oversight function. ■ Structured stakeholder consultation forums. ■ A strong local and global reputation. ■ Strong, favorable international expertise and recognition. ■ A resilient organisation that can sustain its operation (through the accumulated reserves. ■ Resilient and Stable leadership focused on delivering the organisational mandate. ■ Competitive employee benefits. ■ Effective and appropriate civil aviation legislation. ■ Highly skilled human capital. ■ Defined client measurable service standards. ■ SACAA brand visibility on social media platforms ■ Alignment of MET Authority oversight function. ■ Strong, favorable international footprint ■ Security, stability, availability of the ICT system. ■ Consistently high-performing public entity for over 10 years achieving 100% in nine of those years in the Annual Performance Plan achievement. ■ Continuous investment in human capital development. ■ Strong governance posture (ethics, internal controls) with consistent unqualified audit opinions over the past twelve (12) years, of which eleven (11) were clean audits ■ Overall, there is a good relationship between management and staff. Stable relationship between management and labour. ■ Attained above-world-average effective implementation of ICAO critical elements.	■ Inconsistent conformance to client service standards. ■ Inadequate data analytics. ■ Inconsistent application of the safety and security instruments by some technical divisions. (Operational, divisional scorecards) (Safety and Security Dashboard).

SWOT Analysis

	Positive Impact	Negative Impact
Internal	■ Credible regulator with effective regulatory oversight. ■ Clearly defined organisational culture pillar. ■ Zero accidents in the scheduled airline sector. ■ Flexible working arrangements. ■ Technical assistance provided and expertise leveraged within the region.	
	Opportunities	**Threats**
External	■ Global shortage of technical skills making it difficult to retain critical technical skills. ■ Insufficiently skilled workforce for changes in technology future-based skills. ■ SACAA's regional and global influence and standing. ■ Increased efficiency/performance through Risk and Performance-based Oversight. ■ Defined client service standards. ■ Automation for optimised client service. ■ Evolving workforce ecosystem. ■ Utilisation of data analytics and trend analysis to enhance safety and security oversight. ■ Promote growth, development, and transformation of the civil aviation industry. ■ Integration of automated systems and records to manage client transactions. ■ Increased national footprint and visibility of the SACAA. ■ Improved compliance ratings with ICAO's safety and security audit programmes. ■ Implementation of AI where it's applicable in the organisation. ■ Research and development. ■ Leveraging on innovation ■ Diversification of sources of revenue	■ Global skills shortages, impacting on the SACAA's ability to attract and retain scarce and critical skills due to competition in the global industry. ■ Legal liabilities arising from litigation against the SACAA, which may have huge financial implications. ■ Terrorism (innovative and adaptive). ■ Security threats. ■ Natural Disasters including climate change, communicable diseases, etc. ■ Loss of PSC when airlines go on liquidation and business rescue. ■ Delays in the approval of tariff increases. ■ Political instability.

7.3 Strategic Plan: Stakeholder Consultations

The 16th principle in King IV™ advises that organisations adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the organisation over time.

The SACAA has in the past ten (10) years developed a Stakeholder Management Strategy that ensures that stakeholders are identified, classified and prioritised according to their influence and impact on the successful delivery of the regulator's mandate.

It is an established norm that the organisation consults key stakeholders in the development of the strategic plan. As the SACAA prepared to develop the new 5-Year Strategic Plan, it was essential to reaffirm the organisation's commitment to enhancing aviation, safety and security.

A key aspect of the planning process was the engagement of critical stakeholders and partners, ensuring a collaborative approach in shaping the future of aviation for both the SACAA and the country. Identifying and involving the right stakeholders

The below high-level stakeholder list also identifies the value that the regulator must ensure is realised at the end of the strategy implementation:

Stakeholder Groups	Functional Groups	Normative Groups	Regulatory Groups	International Standards Groups	Public Groups
Stakeholder Priority	1	2	3	4	5
Power/Interest Grid	Keep informed, Keep Satisfied, Manage closely, Monitor	Keep satisfied, keep informed, Manage closely	Keep Informed, Keep Satisfied, Manage closely	Keep satisfied, Keep informed	Keep Informed Monitor
Stakeholder Identification	▪ Employees ▪ Union ▪ Industry / Clients ▪ Flying passengers ▪ Service providers	▪ Ministry of Transport ▪ Department of Transport ▪ Portfolio Committee on Transport ▪ Board	▪ Board of Directors ▪ National Treasury ▪ Auditor General	▪ ICAO ▪ AFCAC ▪ ESAF ▪ SADC - CAC	▪ Media ▪ Activists ▪ Non-governmental organisations ▪ Community-based organisations ▪ Interest groups ▪ Associations
Stakeholder Needs	▪ Safety and Security Oversight (licencing, certification, inspections, etc.) ▪ Job security ▪ Safety and security ▪ Fair labour practices	▪ Meet obligations in terms of the Act, ▪ Fulfil mandate ▪ Governance	▪ Compliance with relevant legislation and regulations	▪ Compliance with international standards ▪ Cooperation and partnerships	▪ Information ▪ Socio-economic support ▪ Partnerships on specific areas of interest

Strategic Plan: Stakeholder Consultations

Given the wide array of stakeholders the SACAA interacts with, careful selection was needed to focus on those most aligned with the organisation's future goals. The key stakeholders chosen were selected based on their strategic influence in the aviation sector and country, as well as their relevance to SACAA's mandate and regulatory priorities.

The stakeholder participation process for the development of the new SACAA 5-Year Strategic Plan involved two key steps:

1. **Written Responses**: Stakeholders were first asked to provide written responses to key strategic questions. This initial step allowed for the collection of diverse perspectives and insights on critical issues impacting the future direction of the SACAA.

2. **Consultation Workshop:** The second step involved a consultation workshop where SACAA and key industry stakeholders discussed the refined inputs from the written responses. This workshop offered a valuable opportunity for SACAA to leverage collective expertise, facilitating a thorough discussion on aspirations, objectives, and actions. The insights gained were used to define and refine the strategic plan, ensuring it addressed the needs and expectations of both the SACAA Management and the Board.

The stakeholder consultation aimed to produce a comprehensive strategic plan that aligns with the SACAA's mandate while addressing the needs, interests, and expectations of all stakeholders. This process ensured that stakeholder inputs were consolidated and presented in a holistic, transparent, and comprehensive manner.

During the consultation, SACAA outlined its mandate, operating environment, and strategic context, providing stakeholders with a platform to discuss value creation, raise concerns, and express expectations. Stakeholder feedback was rigorously evaluated based on relevance, materiality, and value creation. Key themes and focus areas were confirmed, which emphasised the importance of partnerships and collaboration in the integrated management of aviation safety and security.

8

PART C
MEASURING PERFORMANCE

The core thrust of the Strategic Plan is to establish a results-driven and value-oriented framework that delivers meaningful impact. To achieve this, the organisation has rigorously defined an impact statement that will serve as the guiding force for all outcomes over the next five years. This impact statement is closely aligned with the organisation's core mandate and has been extensively reviewed and validated through consultations with key stakeholders. This approach ensures that the strategic plan is both impactful and responsive to stakeholder expectations.

8.1 Measuring the Impact

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

8.2 Measuring Outcomes

The key to achieving strategy execution lies in the effectiveness of measuring outcomes. The SACAA has designed key priorities, aligned to the long-term vision to enable the delivery of safer skies. The outcomes have been selected against the backdrop of understanding the driving forces of the business environment, the analysis thereof, emerging issues, risks and the changing needs of a variety of stakeholders.

While there can be many competing priorities, it was important for the organisation to provide the rationale for the strategic choices and the reasons for the non-selection of other factors. The selection of the defined outcomes was driven by the SACAA mandate, and the responsibility placed on the organisation by the State. This is closely supported by the value creation for key stakeholders.

There is a provision for the selection rationale for each of the Outcomes, presented in Table C1. The organisation has thoroughly consulted to select the following Outcomes that inform the Strategic Thrust in the next five (5) years:

8.3 Defining Strategic Outcomes for 2025/26 – 2029/30

1. Strengthened Safety, Security and Environment Oversight System
2. Optimised Financial Sustainability
3. Enhanced Human Capital Management
4. Optimised Innovation and Technology Capability
5. Improved Stakeholder Engagement and Service Excellence
6. Sustained good corporate governance and organisational effectiveness

8.4 Alignment between the SACAA Outcomes, NDP Pillars, Apex Priorities and DoT Outcomes

As a public entity reporting to the Do, the SACAA must take its cue from the government blueprint in the form of the National Development Plan (NDP) as well as the outcomes of the Department. Below is an alignment drawn between the SACAA outcomes, the DoT outcomes and the APEX priorities that support the NDP Pillars.

Table C1 Alignment between the SACAA Outcomes, NDP Pillars, Apex Priorities and DoT Outcomes

<table>
<tr><th>No.</th><th></th><th></th><th></th><th>DoT OUTCOMES</th><th>SACAA OUTCOMES</th></tr>
<tr><td rowspan="2">1</td><td rowspan="2">A Capable State</td><td>A capable, ethical, and developmental state.</td><td>Sustained good governance and organisational effectiveness.</td><td rowspan="2">Governance – Greater Efficiency, Effectiveness and Accountability.</td><td>Optimised financial sustainability.</td></tr>
<tr><td>Inclusive Economic Growth and Job Creation.</td><td>Optimised financial sustainability.</td><td>Sustained good governance and organisational effectiveness.</td></tr>
<tr><td>2</td><td>A strong and inclusive economy.</td><td rowspan="2">Inclusive Economic Growth and Job Creation.</td><td rowspan="2">Optimised Human Capital.</td><td rowspan="2">Accelerating transformation towards greater economic participation.</td><td>Optimised Human Capital.</td></tr>
<tr><td>3</td><td></td><td>Improved stakeholder engagement and service excellence.</td></tr>
<tr><td>4</td><td>Capabilities of South Africans.</td><td>Reduce poverty and tackle the high cost of living.</td><td>Improved stakeholder engagement and service excellence.</td><td>N/A</td><td>N/A</td></tr>
<tr><td>5</td><td>Capabilities of South Africans.</td><td>A capable, ethical, and developmental state.</td><td>N/A</td><td>Public transport that enables social emancipation and an economy that actually works.</td><td>Optimised Innovation and technology management.</td></tr>
<tr><td>6</td><td>Capabilities of South Africans.</td><td>Inclusive Economic Growth and Job Creation.</td><td>Strengthened safety, security environment oversight system.</td><td>Safety as an enabler of service delivery.</td><td rowspan="2">Strengthened safety, security environment oversight system.</td></tr>
<tr><td>7</td><td>A Capable State.</td><td>Inclusive Economic Growth and Job Creation.</td><td>Improved stakeholder engagement and service excellence.</td><td>Environmental Protection – Recovering and Maintaining a Healthy Natural Environment.</td></tr>
</table>

8.5 Explanation of Planned Performance for 2025/26 – 2029/30

Contribution of Outcomes to achieving the Mandate, Impact and APEX Priorities

The organisation has defined the contribution that each Outcome will need in the achievement of the SACAA's mandate, the Impact, the three APEX Priorities and other key policy goals. The organisation also identified enablers to achieve the five-year targets, and how the outcomes contribute to the achievement of the Impact. Below are the contributions aligned to each outcome.

Table: Selection criteria and supporting statements for each Strategic Outcome

Outcome 1: Strengthened Safety, Security and Environment Oversight System

Outcome's contribution to the achievement of:

Mandate.	Ensure that the organisation carries out the mandate effectively, maintains the zero fatal accident rate in the airline sector and reduces accidents and fatalities in the General Aviation sector. Improve industry compliance, foster growth in the industry and improve performance against ICAO critical elements.
NDP and APEX Priorities.	A thriving aviation industry contributes to the reduction of triple challenges of unemployment, inequality and poverty. The industry contributes to job creation, and strong economic growth. Enhance the sustainability of the industry, contribute towards competitiveness of the industry, and maintain safety and security.
Women, children, youth and persons with disabilities.	Facilitate movement of people and goods through a reliable air transport system. Inclusive, non-discriminatory industry that encourages inclusivity in all disciplines of the aviation sector. Reduce fatalities.
Other policies.	It will improve the regulatory legal framework. It is an enabler of tourism.
Explanation of enablers to achieve the five-year targets.	Financial and human resources, political will, partnerships and collaboration.
How will this Outcome contribute to the achievement of the Impact?	Enable a safe and secure aviation sector and a capable state. Ensure sustainability as well.

Outcome 2: Optimised Financial Sustainability

Outcome's contribution to the achievement of:

Mandate.	Enable the execution or fulfilment of the core mandate. Enhance the SACAA's oversight capability. It will also enable the retention of scarce resources through competitive pay.
NDP and APEX Priorities.	Support economic growth and opportunities, reduce unemployment, and support transformation and job creation. Contribute to better wages.

Women, children, youth and persons with disabilities.	Enable increased direct B-BBEE spend on women, youth and persons with disabilities through e.g. the identification of suppliers meeting these criteria. Enable investment in suppliers and enterprise development for these vulnerable groups.
Other policies.	Support compliance with PFMA and National Treasury. It will also support the achievement of economic policies and B-BBEE.
Explanation of enablers to achieve the five-year targets.	Enablers include the availability of budget, diversified revenue streams, increased passenger numbers and a stable economy.
How will this Outcome contribute to the achievement of the Impact?	Financial sustainability is critical to the maintenance of an effective safety and security system. It will enable a sustainable organisation.

Outcome 3: Optimised Human Capital Management

Outcome's contribution to the achievement of:

Mandate.	Enable the SACAA to fulfil the aviation safety and security mandate effectively.
NDP and APEX Priorities.	Skilled human capital will lead to improved capacity and productivity, supporting economic growth. Support delivery on government priorities, aviation connectivity, tourism, trade, economy etc.
Women, children, youth and persons with disabilities.	Enable the transformation of the sector by ensuring that those who were previously marginalised can effectively contribute to the development of the economy. Create access to learners to information, funding and training opportunities in the industry. These opportunities improve chances of employment, skills development, etc. to designated groups such as women, youth and persons with disabilities.
Other policies.	Employment equity, skills development and the BEE Acts contribute to the transformation of the industry.
Explanation of enablers to achieve the five-year targets.	Funding/budget and resources, collaboration, culture, leadership. Broad-Based Black Economic Empowerment (B-BBEE), Skills Development Act (SDA), Employment Equity Act (EEA).
How will this Outcome contribute to the achievement of the Impact?	A skilled and competent workforce will contribute to safety. Build a pipeline of a competent and capable workforce through diversity. Safety requires education/awareness and a skilled workforce.

Outcome 4: Optimised Innovation and Technology Capability

Outcome's contribution to the achievement of:

Mandate.	Enable the SACAA to proactively respond to the changing business environment in terms of technological shifts, while addressing the stakeholder's needs for efficiency, agility and client-centricity.
NDP and APEX Priorities.	Build a capable and developmental South Africa.
Women, children, youth and persons with disabilities.	Facilitate reskilling of the organisation, providing opportunities to previously marginalised groups to make use of new opportunities.

Other policies.	National 4IR frameworks and policies, skills development.
Explanation of enablers to achieve the five-year targets.	Investment into technology infrastructure, skills development and research resources.
How will this Outcome contribute to the achievement of the Impact?	The redesign of business processes to ensure agility both in and outside of the organisation will deliver great value to the stakeholders, saving time and ensuring service excellence. Research and development strategy.

Outcome 5: Improved Stakeholder Engagement and Service Excellence

Outcome's contribution to the achievement of:

Mandate.	Quicker turnaround, improved safety and security management, better fit – economic growth, industry growth, greater voluntary compliance. Regional cooperation participation. Contributes to the development of the aviation industry. Delivers on the interests and expectations of all stakeholders.
NDP and APEX Priorities.	Faster economic growth: stakeholder needs are ensured. Ensure that all citizens can access a safe and reliable air transport system. Safe skies for all in South Africa. Economic inclusion. Transform the economy. Introducing Regional support initiatives. Contribute to ICAO's initiative of "No country left behind".
Women, children, youth and persons with disabilities.	Needs of vulnerable groups addressed by means of engagement and solutions that will make it feasible for all groups to use air travel as an alternative mode of travel. This will bring about balance regarding gender and equality for persons with disabilities. Enable the focus and programme for improving the lives of vulnerable groups through social economic development initiatives.
Other policies.	B-BBEE. EE Act. SDA. PFMA. King IV™, Labour laws
Explanation of enablers to achieve the five-year targets.	Financial resources – increases, rewards, etc. Specialised human capital. Social and economic policies and financial viability.
How will this Outcome contribute to the achievement of the Impact?	Helps sustainability and socio-economic development. Reduced accidents. Sustainable air transport system.

Outcome 6: Sustained Good Governance and Organisational Effectiveness

Outcome's contribution to the achievement of:

Mandate.	Regulatory oversight responsibilities of the SACAA require good corporate governance to achieve the objectives of the CAA Act, 2009 (Act No. 13 of 2009). Compliance, sound decision-making, transparency. Compliance with King IV™.
NDP and APEX Priorities.	Ensure that the entity works, and service delivery is efficient.

Women, children, youth and persons with disabilities.	Equal opportunities, equal rights. Corporate governance creates value for all stakeholders. Good corporate governance therefore serves the obligations and accountability of SACAA towards achieving the developmental objectives of the State. Corporate social responsibility.
Other policies.	National Civil Aviation Policy. Transport policies. Compliance with PFMA and National Transport regulations.
Explanation of enablers to achieve the five-year targets.	Legislation, policies, procedures, technology, shareholder buy-in, awareness and training, compliance, audits and culture.
How will this Outcome contribute to the achievement of the Impact?	Governance = sustainability. Good corporate governance will ensure that the right systems and processes are in place. To deliver a reliable and safe oversight system requires good governance. Proper decision-making.

8.6 Outcome Indicators

Outcome	Outcome Indicators	Rationale for choice of Outcome Indicators
1. Strengthened Safety, Security and Environment Oversight System	Positive Safety Oversight Index (SOI) in all areas maintained.	Ensure adequate safety oversight.
	Number of SACAA specific safety recommendations from accident reports (AIID) implemented.	Prevents recurrence of aircraft accidents.
	Number of non-Annex 13 incidents investigated.	Prevents serious incidents and accidents.
	Percentage of accident reduction activities implemented.	Reduction of fatal accidents and saving lives.
	Number of cyber security incidents reported.	With the introduction of technology-based equipment and systems, the risk of cyber-attacks is a threat.
	Number of actions taken following acts of unlawful interference that impacts aviation safety and security.	Improved aviation security operations.
	Percentage of EI in relation to Safety Oversight.	Compliance with ICAO SARPs.
	Percentage of EI in relation to Security Oversight.	Compliance with ICAO SARPs.
	Aviation safety and security trend analysis reports produced	Improved safety and security.
	Number of Safety and Security Concerns raised by ICAO.	Positive international reputation.
	Frequency of carbon emissions data collected and analysed from operators.	Environmental protection.
	Number of reported defect analysed.	Improved safety.
2. Optimised Financial Sustainability	Reduction in the number of debtors days.	Improved liquidity.
	Percentage of expenditure within budget.	Financial sustainability to carry out SACAA mandate.
	Number of months of operating costs covered by cash reserves.	Business continuity

Outcome	Outcome Indicators	Rationale for choice of Outcome Indicators
3. Optimised human capital	Cover ratio for skills ready to respond to changes within the aviation landscape and new technologies.	To build capacity for the impact of 4IR in the workplace.
	Percentage staff engagement levels.	To attract and retain critical and scarce skills.
	Percentage of women in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Percentage of youth in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Percentage of Persons with Disabilities (PWD) in transformation programmes (bursaries, trainees, internships).	To build a pool of qualified human capital and to contribute to transformation.
	Employee Productivity index calculated.	To optimise productivity in the workplace.
	Turnover rate (voluntary terminations).	To retain critical
4. Optimised Innovation and technology capability	Business intelligence maturity level achieved.	To streamline all information and data in the organisation in a centralised manner to support smart business decisions and effective reporting mechanisms.
	Percentage systems availability.	To ensure business continuity and service level standards.
	Percentage of automation of business processes.	To ensure efficient service excellence.
	Business continuity interventions implemented.	Ensure service delivery.
5. Improved stakeholder engagement and service excellence	Percentage client service standards met.	To ensure superior client service experience.
	Number of regional missions conducted.	Improve Africa's ICAO compliance rate.
	Number of learners reached through outreach initiatives.	Transformation of the industry
	Number of socio-economic development programmes adopted.	To be a good corporate citizen and contribute towards poverty alleviation.
	Number of supplier and enterprise development initiatives implemented.	Inclusion and diversity in the industry.
6. Sustained good governance and organisational effectiveness	Percentage of compliance with the PFMA.	To ensure a sustainable entity.
	Auditor-General's Audit Opinion.	To ensure a sustainable entity.

Outcome	Outcome Indicators	Rationale for choice of Outcome Indicators
	Percentage closure of Internal Audit significant findings.	To ensure that controls are effective.
	Percentage APP Achievement.	To ensure that the organisation is delivering on its mandate.
	Percentage ISO major findings closed.	To ensure that the organisation derives value from an efficient quality management system.
	Percentage Ethics Plan implemented.	To contribute towards the integrity of the Regulator and instill ethical behaviours with employees.
	Percentage Fraud and Corruption Plan implemented	To contribute towards a corrupt-free organisation.

8.7 Measuring Outcomes

Outcome	Outcome Indicators:	Baselines	5-year target
1. Strengthened Safety, Security and Environment Oversight System	Positive Safety Oversight Index (SOI) in all areas maintained.	+1	+1
	Percentage of SACAA specific safety recommendations from accident reports (AIID) implemented.	New	100%
	Percentage of non-Annex 13 incidents investigated.	New	100%
	Percentage of accident reduction activities implemented.	New	100%
	Percentage of cyber security incidents reported.	None reported	100%
	Percentage of actions taken following acts of unlawful interference that impacts aviation safety and security.	0	100%
	Percentage of EI in relation to Safety Oversight.	91,11%	95%
	Percentage of EI in relation to Security Oversight.	77,5%	90%
	Aviation safety and security trend analysis reports produced.	New	Annually
	Number of Safety and Security Concerns raised by ICAO.	0	0
	Frequency of carbon emissions data collected and analysed from operators.	New	Annually
	Number of reported defects analysed.	New	ALL
2. Optimised Financial sustainability	Reduction in the number of debtors days.	35 days	30 days
	Percentage of expenditure within budget.	5%	5%
	Number of months of operating costs covered by cash reserves.	6 months	12 months

3. Optimised human capital	Cover ratio for skills Ready to respond to changes within the aviation landscape and new technologies.	1:1	1:2
	Percentage staff engagement levels.	63%	70%
	Percentage of women in transformation programmes (bursaries, trainees, internships).	50%	60%
	Percentage of youth in transformation programmes (bursaries, trainees, internships).	50%	60%
	Percentage of Persons with Disabilities (PWD) in transformation programmes (bursaries, trainees, internships).	3,4%	4%
	Employee Productivity index calculated.	Undefined	Formula Defined
	Turnover rate (voluntary terminations).	6%	6%
4. Optimised Innovation and technology capabilities	Business intelligence maturity level achieved.	Level 1	Level 2
	Percentage systems availability.	95%	96%
	Percentage of automation of business processes	65%	90%
	Business continuity interventions implemented.	New	100%
5. Improved stakeholder engagement and service excellence	Percentage client service standards met.	80%	85%
	Number of regional missions conducted.	15	20
	Number of learners reached through outreach initiatives.	70 000	100 000 (over five years)
	Number of socio-economic development programmes adopted.	3	4
	Number of supplier and enterprise development initiatives implemented.	3	4
6. Sustained good governance and organisational effectiveness	Percentage PFMA compliance	100%	100%
	Auditor-General's Audit Opinion.	Unqualified	Unqualified
	Percentage closure of Internal Audit significant findings.	95%	98%
	Percentage APP Achievement.	100%	100%
	Percentage ISO major findings closed	95%	98%
	Percentage Ethics Plan implemented	95%	98%
	Percentage Fraud and Corruption Plan implemented	95%	98%

8.8 Outcomes, Outputs, Performance Indicators and Targets

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Outcome 1: Strengthened safety, security and environment oversight system								
1	Risk-based oversight (RBO) model trials.	Risk-based Oversight model trials conducted.	RBO model reviewed. 80% RBO model implemented.	RBO model trials conducted in two audit areas per technical division.	RBO model trials conducted in 2 new audit areas per technical division.	Roll out the RBO model in 50% of the audit areas in each technical division.	Roll out the RBO model in 75% of the audit areas in each technical division	Roll out the RBO model in 100% of the audit areas in each technical division.
2	N/A	N/A	100% of the SACAA-specific ICAO USAP-CMA CAP resolved.	N/A	Undergo the ICAO USAP-CMA audit.	Develop an ICAO USAP CMA-CAP Close 60% of the ICAO USAP-CMA CAP.	80% of ICAO USAP CMA-CAP implemented.	100% of ICAO USAP-CMA CAP implemented.
3	ICAO USAP-CMA Preparedness plan.	ICAO USAP-CMA Preparedness Plan implemented	ICAO USAP-CMA Preparedness Plan developed.	90% of the ICAO USAP-CMA Preparedness Plan implemented.	N/A	N/A	N/A	N/A
4	SACAA-specific ICAO USOAP CMA Corrective Action Plan.	Percentage SACAA specific ICAO USOAP CMA Corrective action plan implemented	80% of the SACAA-specific ICAO USOAP CMA CAP implemented.	85% of the SACAA-specific ICAO USOAP CMA CAP implemented.	95% of the SACAA-specific ICAO USOAP CMA CAP implemented.	N/A	N/A	N/A
5	ICAO Coordinated Validation Mission	ICVM audit conducted		ICAO Safety Audit - ICVM conducted	ICVM CAP Developed and 60% of the CAP implemented	80% of the ICVM CAP implemented.	95% of the ICVM CAP implemented.	N/A
6	Advanced Aiar M project plan.	AAM project plan developed.	AAM concept document developed.	AAM project plan developed	90% of Year 2 of 3 of the AAM project plan implemented.	100% of Year 3 of 3 of the AAM project plan implemented.	N/A	N/A
7		Percentage AAM project plan implemented		80% of Year 1 of 3 of the AAM project plan implemented				

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
8	GA Safety Strategy.	GA Safety Strategy revised.	100% of the GA Safety Strategy implemented.	GA Safety Strategy revised.	90% of Year 2 of 5 of the GA Safety Strategy implemented.	90% of Year 3 of 5 of the GA Safety Strategy implemented.	95% of Year 4 of 5 of the GA Safety Strategy implemented.	100% of Year 5 of 5 of the GA Safety Strategy implemented.
9		Percentage GA Safety Strategy implemented.		80% of Year 1 of 5 of the GA Safety Strategy implemented.				
10	State Action Plan on carbon emissions reduction.	State Aviation Action Plan on carbon emissions reduction reviewed.	N/A	State Action Plan on carbon emissions reviewed.	N/A	N/A	N/A	N/A
11	Aviation Environmental Protection (AEP).	AEP guidelines developed and published.	N/A	Guidelines for Aviation Environmental Protection (fuel, emissions, air quality, noise, airport infrastructure e.g., green airports) developed and published.	Create awareness on the use of alternative and clean fuel, alternative energy sources, aircraft technologies, etc.	N/A	N/A	N/A
12	Licensed aerodromes.	Percentage licensed aerodromes certified.	N/A	Aerodrome 5-phase certification rolled out to 50% of licensed aerodromes with scheduled commercial operations.	Aerodrome 5-phase certification rolled out to 100% of licensed aerodromes with scheduled commercial operations.	N/A	N/A	N/A
Strategic Outcome 2: Optimised Financial Sustainability								
13	Financial sustainability plan.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
14	Financial sustainability plan.	Percentage of financial sustainability plan implemented.	90% of the Financial Sustainability Plan implemented.	90% of the Financial Sustainability Plan implemented.	90% of the Financial Sustainability Plan implemented.	90% of the Financial Sustainability Plan implemented.	90% of the Financial Sustainability Plan implemented.	90% of the Financial Sustainability Plan implemented.
Strategic Outcome 3: Optimised Human Capital								
15	Human Capital Strategy.	Human Capital 5-Year Strategy Developed.	N/A	Human Capital 5-Year Strategy developed.	90% of Y1 of 5 of the Human Capital Plan implemented.	90% of Y2 of 5 of the Human Capital Plan implemented.	95% of Y3 of 5 of the Human Capital Plan implemented.	95% of Y4 of 5 of the Human Capital Plan implemented.
16	Human Capital Plan.	Y5 of 5 of the Human Capital Plan developed.	Y4 of 5 of the Human Capital Plan developed.	Y5 of 5 of the Human Capital Plan developed.	N/A	N/A	N/A	N/A
17	Human Capital Plan.	Percentage Human Capital Plan implemented.	95% of Y4 of 5 of the Human Capital Plan implemented	100% of Y5 of 5 of the Human Capital Plan Implemented.	N/A	N/A	N/A	N/A
18	Organisational Structure Review.	Organisational Structure Review conducted.	N/A	Organisational structure review exercise conducted.	The new organisational structure implemented.	N/A	N/A	N/A
Strategic Outcome 4: Optimised Innovation and Technology Capability								
19	ICT Plan.	ICT Plan developed.	90% of Year 2 of 3 of the ICT Plan implemented.	ICT Plan developed.	ICT Strategy reviewed.	90% of Year 2 of 3 of the ICT Plan implemented.	100% of Year 3 of 3 of the ICT Plan implemented.	ICT Strategy reviewed.
20	ICT Plan.	ICT Plan implemented.		100% of Year 3 of 3 of the ICT Plan implemented.	80% of Year 1 of 3 of the ICT Plan implemented.			80% of Year 1 of 3 of the ICT Plan implemented.

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
21	Cyber Security Plan.	Cyber Security Plan developed	N/A	Phase 2 of 3 of the Cyber Security Plan developed	100% of Phase 3 of 3 of the Cyber Security Plan implemented.	Cyber Security Strategy developed.	90% of Phase 2 of 3 of the Cyber Security Plan implemented.	100% of Phase 3 of 3 of the Cyber Security Plan implemented.
22	Cyber Security Plan.	Percentage Cyber Security Plan implemented		90% of Phase 2 of 3 of the Cyber Security Plan implemented.		80% of Phase 1 of 3 of the Cyber Security Plan implemented.		
Outcome 4: Optimised Innovation and Technology Capability								
23	Data Management Strategy.	Data Management Strategy developed.	N/A	Data Management Strategy developed.	90% of Year 1 of 3 of Data Management Strategy implemented.	100% of Year 2 of 3 of the Data Management Strategy implemented.	100% of Year 2 of 3 of the Data Management Strategy implemented. Year 3 of 3 of Data Management Strategy implemented.	N/A
Strategic Outcome 5: Improved Stakeholder Management and service excellence								
26	Stakeholder Management Strategy.	Stakeholder Management Strategy developed.	100% of Year 5 of 5 of the Stakeholder Management Plan implemented.	Stakeholder Management Strategy developed.	90% of Year 2 of 5 of the Stakeholder Management Plan implemented.	90% of Year 3 of 5 of the Stakeholder Management Plan implemented.	95% of Year 4 of 5 of the Stakeholder Management Plan implemented.	100% of Year 5 of 5 of the Stakeholder Management Plan implemented
27	Stakeholder Management Plan.	Percentage Stakeholder Management Plan implemented.		80% of Year 1 of 5 of the Stakeholder Management Plan implemented.				
Strategic Outcome 5: Improved Stakeholder Management and service excellence								
28	Client Satisfaction Survey	Client Satisfaction Survey project plan developed.	Client Satisfaction Survey recommendations project plan developed.	Client Satisfaction project plan developed.	Phase 2 of 2 of the Client Satisfaction project plan developed.	Client Satisfaction survey administered.	Client Satisfaction survey administered. Phase 1 of 2 of the Client Satisfaction project plan developed.	Phase 2 of 2 of the Client Satisfaction project plan developed.

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
29	Client Satisfaction Survey.	Percentage Client Satisfaction project plan implemented.	100% of Client Satisfaction Survey recommendations implemented.	80% of Phase 1 of 2 of the Client Satisfaction Plan implemented.	100% of Phase 2 of 2 of the Client Satisfaction project plan implemented.	N/A	80% of Phase 1 of 2 of the Client Satisfaction project plan implemented.	100% of Phase 2 of 2 of the Client Satisfaction project plan implemented.
30	Transformation plan	Percentage Y3 of 3 of the Transformation plan Developed.	90% of Y2 of 3 of the Transformation Plan implemented.	Y3 of 3 of the Transformation Plan developed.	Develop a 3-Year Transformation Plan.	90% of Y2 of 3 of the Transformation Plan implemented.	100% of Y3 of 3 of the Transformation Plan implemented.	N/A
31	Transformation plan	Percentage Y3 of 3 of the Transformation Plan implemented.		100% of Y3 of 3 of the Transformation Plan implemented.	80% of Year 1 of 3 of the Transformation Plan implemented.			
32	International Relations Strategy	International Relations Strategy developed.	International Relations Framework developed and approved	International Relations Strategy developed.	80% of Year 1 of 3 of the IR strategy implemented	90% of Year 2 of 3 of the IR strategy implemented	100% of Year 3 of 3 of the IR strategy implemented.	N/A
Strategic Outcome 6: Sustained good governance and organisational effectiveness.								
33	Unqualified audit.	Unqualified audit outcome with no material findings achieved.	Unqualified audit outcome with no material findings achieved.	Unqualified audit with no material AG findings achieved.	Unqualified audit with no material AG findings achieved.	Unqualified audit with no material AG findings achieved.	Unqualified audit with no material AG findings achieved.	Unqualified audit with no material AG findings achieved.
34	AG Audit findings.	Percentage AG audit findings resolved.	Zero audit findings raised.	100% of AG audit findings resolved.	100% of AG audit findings resolved.	100% of AG audit findings resolved.	100% of AG audit findings resolved.	100% of AG audit findings resolved.
35	ESG status.	ESG assessment conducted.	N/A	ESG assessment conducted.	ESG annual report produced.	ESG annual report produced.	ESG annual report produced.	ESG annual report produced.

8.9 Governance Targets – 2025/26

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Outcome 2: Optimised Financial Sustainability								
1	Fruitless and wasteful Expenditure.	Number and Value of wasteful and fruitless expenditure incurred per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Zero cases of fruitless and wasteful expenditure over R500k per case.
2	Irregular expenditure.	Number and value of irregular expenditure incurred per case.	Zero cases of irregular expenditure incurred above R500k per case.	Zero cases of irregular expenditure incurred above R500k per case.	Zero cases of irregular expenditure incurred above R500k per case.	Zero cases of irregular expenditure incurred above R500k per case.	Zero cases of irregular expenditure incurred above R500k per case.	Zero cases of irregular expenditure incurred above R500k per case.
3	Compliance to the 30-day payment requirement.	Percentage suppliers paid within 30 days.	95% of suppliers paid within 30 days of valid invoices received by Finance.	95% of suppliers paid within 30 days of valid invoices received by Finance.	95% of suppliers paid within 30 days of valid invoices received by Finance.	95% of suppliers paid within 30 days of valid invoices received by Finance.	95% of suppliers paid within 30 days of valid invoices received by Finance.	95% of suppliers paid within 30 days of valid invoices received by Finance.
Strategic Outcome 6: Sustained good governance and organisational effectiveness.								
4	Parliamentary questions responded to.	Percentage responses to Parliamentary questions received.	100% of responses to Parliamentary questions responded to.	100% responses to Parliamentary Questions finalised.	100% responses to Parliamentary Questions finalised.	100% responses to Parliamentary Questions finalised.	100% responses to Parliamentary Questions finalised.	100% responses to Parliamentary Questions finalised
5	Forensic Fraud and corruption-free organisation.	Forensic Fraud and Corruption Annual plan developed.	Annual Forensic Fraud and Corruption plan developed.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed.

No.	Output	Output Indicator	Annual Targets					
			Estimated Performance	MTEF PERIOD				
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
6		Percentage of the Forensic Fraud and Corruption annual plan implemented.	95% of the Forensic Fraud and Corruption annual plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.
7	An Ethical Organisation	Ethics Annual Plan developed.	Ethics Plan developed.	Ethics Annual Plan developed.	Ethics Plan developed.	Ethics Plan developed.	Ethics Plan developed.	Ethics Plan developed.
8		Percentage of Ethics Annual Plan implemented.	95% of the Ethics Plan implemented.	95% of the Ethics Annual Plan implemented.	95% of the Ethics Annual Plan implemented.	95% of the Ethics Annual Plan implemented.	95% of the Ethics Annual Plan implemented.	95% of the Ethics Annual Plan implemented.

8.10 2025/26 Annual and Quarterly Targets

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	Risk-based Oversight model trials conducted.	Conduct RBO model trials in two audit areas per technical division.	Develop a Master Surveillance and Oversight Plan for identified audit areas for approval by DCA.	Conduct risk-based oversight trials as per the approved MOSP for ExCo approval and report progress to Board.	Conduct risk-based oversight trials as per the approved MOSP for ExCo approval and report progress to Board	Conduct risk-based oversight trials as per the approved MOSP for ExCo approval and report progress to Board.
2	ICAO USAP-CMA Preparedness Plam implemented.	90% of the ICAO USAP-CMA Preparedness Plan implemented.	Implement 30% of the ICAO USAP-CMA Preparedness Plan for ExCo approval and report progress to Board.	Implement 50% of the ICAO USAP-CMA Preparedness Plan for approval by ExCo and report progress to Board.	Implement 70% of the ICAO USAP-CMA Preparedness Plan for approval by ExCo and report progress to Board.	Implement 90% of the ICAO USAP-CMA Preparedness Plan for approval by ExCo and report progress to Board.
3	Percentage SACAA-specific ICAO USOAP-CMA Corrective action plan implemented.	85% of the SACAA-specific ICAO USOAP CMA-CAP implemented.	N/A	N/A	N/A	Implement 85% of the SACAA-specific ICAO USOAP CMA-CAP for approval by ExCo and report progress to Board.
4	ICVM Conducted	ICAO Safety audit - ICVM conducted.	N/A	N/A	N/A	ICVM conducted. Submit preliminary audit report to DCA for consideration.

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5	AAM project plan developed.	AAM project plan developed.	Develop the AAM project plan for approval by ExCo.	N/A	N/A	N/A
6	Percentage AAM project plan implemented.	80% of Year 1 of 3 of the AAM project plan implemented.	N/A	Implement 30% of Year 1 of 3 of the AAM project plan for approval by ExCo and report progress to Board.	Implement 50% of Year 1 of 3 of the AAM project plan for approval by ExCo and report progress to Board and progress reported to ExCo.	Implement 80% of Year 1 of 3 of the AAM project plan for approval by ExCo and report progress to Board.
7	GA Safety Strategy revised.	GA Safety Strategy revised.	Review GA Safety Strategy and submit to ExCo for approval.	N/A	N/A	N/A
8	Percentage GA Safety Strategy implemented.	80% of Year 1 of 5 of the GA Safety Strategy implemented.	N/A	Implement 30% of Year 1 of 5 of the GA Safety Strategy for approval by ExCo and report progress to Board.	Implement 60% of Year 1 of 5 of the GA Safety Strategy for approval by ExCo and report progress to Board.	Implement 80% of Year 1 of 5 of the GA Safety Strategy for approval by ExCo and report progress to Board.
9	State Action Plan on carbon emissions reduction reviewed.	State Action Plan on carbon emissions reviewed.	Review the State Action Plan on carbon emissions reduction and submit to ExCo for comments.	Review the State Action Plan on carbon emissions reduction and submit to ExCo for approval.	N/A	N/A
10	AEP guidelines developed and published.	Develop and publish guidelines for Aviation Environmental Protection (fuel, air quality, noise, emissions, airport infrastructure e.g., green airports).	Engage internal and external stakeholders on guidelines for Aviation Environmental Protection. Submit progress report to ExCo and report progress to Board.	Draft Guidelines for Aviation Environmental Protection developed and submitted to ExCo for comments. Report progress to Board.	Guidelines for Aviation Environmental Protection developed and submitted to ExCo for approval. Report progress to Board.	Guidelines for Aviation Environmental Protection published. Report progress to ExCo and Board.
11	Percentage licensed Aerodromes certified.	Aerodrome 5-phase certification rolled out to 50% of licensed aerodromes.	Aerodrome 5-phase certification rolled out to 10% of licensed aerodromes. Submit progress report to ExCo for approval and report progress to Board.	Aerodrome 5-phase certification rolled out to 25% of licensed aerodromes. Submit progress report to ExCo for approval and report progress to Board.	Aerodrome 5-phase certification rolled out to 40% of licensed aerodromes. Submit progress report to ExCo for approval and report progress to Board.	Aerodrome 5-phase certification rolled out to 50% of licensed aerodromes. Submit progress report to ExCo for approval and report progress to Board.

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
12	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed for approval by the ExCo. Report progress to Board.	N/A	N/A	N/A
13	Percentage of financial sustainability plan implemented.	90% of the Financial Sustainability Plan implemented.	N/A	30% of the Financial Sustainability Plan activities implemented for approval by ExCo. Report progress to Board.	60% of the Financial Sustainability Plan activities implemented for approval by ExCo. Report progress to Board.	90% of the Financial Sustainability Plan activities implemented for approval by ExCo. Report progress to Board.
14	Human Capital 5-Year Strategy developed.	Human Capital 5-Year Strategy developed.	N/A	Draft Human Capital Strategy developed for comments by internal Stakeholders and report progress to ExCo and Board.	Human Capital Strategy developed and submitted to ExCo for comments and report progress to Board.	Human Capital Strategy developed and submitted to ExCo and the Board for approval.
15	Year 5 of 5 Human Capital Plan developed.	Y5 of 5 of the Human Capital Plan developed.	Y5 of 5 of the Human Capital Plan developed for approval by ExCo and Board.	N/A	N/A	N/A
16	Percentage Year 5 of 5 of the Human Capital Plan Implemented.	100% of Y5 of 5 of the Human Capital Plan implemented.	N/A	30% of Y5 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	60% of Y5 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	100% of Y5 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.
17	Organisational Structure reviewed.	Organisational structure review conducted.	Develop a project plan for the organisational structure review project for approval by DCA.	Implement 30% of the organisational structure review project plan for approval by ExCo and report progress to.	Implement 60% of the organisational structure review project plan for approval by ExCo and report progress to Board.	Implement 95% of the organisational structure review project plan for ExCo approval and report progress to Board.
18	ICT Plan developed.	ICT Plan developed.	Develop the ICT plan for approval by the ExCo and report progress to Board.	N/A	N/A	N/A
19	Percentage ICT plan implemented.	100% of Year 3 of 3 of the ICT Plan implemented.	N/A	30% of Year 3 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.	60% of Year 3 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.	100% of Year 3 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
20	Phase 2 of 3 of the Cyber Security Plan developed.	Phase 2 of 3 of the Cyber Security Plan developed.	Phase 2 of 3 of the Cyber Security Plan developed for approval by ExCo and report progress to Board.	N/A	N/A	N/A
21	Percentage Cyber Security Strategy implemented.	90% of Phase 2 of 3 of the Cyber Security Strategy implemented.	N/A	30% of Phase 2 of 3 of the Cyber Security Strategy implemented for approval by ExCo and report to Board.	60% of Phase 2 of 3 of the Cyber Security Strategy implemented for approval by ExCo and report to Board.	90% of Phase 2 of 3 of the Cyber Security Strategy implemented for approval by ExCo and report to Board.
22	Data Management Strategy developed.	Data Management Strategy developed.	Stakeholder consultation on the development of Data Management Strategy and submit a progress report to ExCo.	Develop a draft Data Management Strategy and report progress to ExCo.	Data Management Strategy submitted to ExCo for comments.	Data Management Strategy submitted to ExCo for approval.
23	Stakeholder Management Strategy developed.	Stakeholder Management Strategy developed.	Stakeholder Management Strategy developed for approval by the Board.	N/A	N/A	. N/A
24	Percentage Stakeholder Management Strategy implemented.	80% of Year 1 of 5 of the Stakeholder Management Strategy implemented.	N/A	30% of Year 1 of 5 of the Stakeholder Management Strategy implemented for approval by ExCo and report progress to Board.	60% of Year 1 of 5 of the Stakeholder Management Strategy implemented for approval by ExCo and report progress to Board.	80% of Year 1 of 5 of the Stakeholder Management Strategy implemented for approval by ExCo and report progress to Board.
25	Client Satisfaction Survey project plan developed.	Client Satisfaction project plan developed.	Client Satisfaction project plan developed for approval by ExCo.	N/A	N/A	N/A
26	Percentage Client Satisfaction project plan implemented.	80% of Phase 1 of 2 of the Client Satisfaction Plan implemented.	N/A	30% of Phase 1 of 2 of the Client Satisfaction Plan implemented for approval by ExCo and report progress to Board.	50% of Phase 1 of 2 of the Client Satisfaction Plan implemented for approval by ExCo and report progress to Board.	80% of Phase 1 of 2 of the Client Satisfaction Plan implemented for approval by ExCo and report progress to Board.
27	Y3 of 3 of the Transformation Project Plan developed	Y3 of 3 of the Transformation Project Plan developed.	Y3 of 3 of the Transformation project plan developed for approval by ExCo and report progress to Board.	N/A	N/A	N/A

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
28	Percentage Transformation plan implemented.	100% of Y3 of 3 of the Transformation Plan implemented.	N/A	30% of Y3 of 3 of the Transformation Plan implemented for approval by ExCo and report progress to Board.	70% of Y3 of 3 of the Transformation Plan implemented for approval by ExCo and report progress to Board.	100% of Y3 of 3 of the Transformation Plan implemented for approval by ExCo and report progress to Board.
29	International Relations strategy developed.	International Relations Strategy developed.	N/A	Draft IR Strategy and submit to ExCo for comments.	N/A	IR Strategy developed and submitted to ExCo for approval.
30	Unqualified audit outcome by AGSA.	Unqualified audit with no material AG findings achieved.	N/A	N/A Unqualified audit with no material findings achieved. Submit report to Board for approval.	N/A	N/A
31	Percentage implementation of action plans to address audit findings.	100% of AG audit findings resolved.	N/A	N/A	50% of AG audit findings resolved. Submit progress report to Exco for approval and report progress to Board.	100% of AG audit findings resolved. Submit progress report to Exco for approval and report progress to Board.
32	ESG assessment conducted.	ESG assessment conducted.	Develop specifications to appoint a service provider to conduct an ESG assessment on the SACAA.	Advertise the RFQ and appoint the service provider.	Conduct ESG assessment and invite comments from comments on the draft ESG report.	Submit final ESG report to ExCo for approval.

8.11 2025/26 Annual and Quarterly Governance Targets

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	Value of wasteful and fruitless expenditure incurred per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.
2	Value of irregular expenditure incurred per case.	Zero cases of irregular expenditure incurred above R500k per case.	Report on the status of irregular expenditure cases to ExCo and Board.	Report on the status of irregular expenditure cases to ExCo and Board.	Report on the status of irregular expenditure cases to ExCo and Board.	Report on the status of irregular expenditure cases to ExCo and Board.

No	Output Indicator	Annual Targets 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3	Percentage of suppliers paid within 30 days.	95% of invoices paid within 30 days of valid invoices received by Finance.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.
4	Percentage Parliamentary Questions responded to.	100% responses to Parliamentary Questions finalised	100% of Parliamentary questions finalised and a progress report approved by ExCo.	100% of Parliamentary questions finalised and a progress report approved by ExCo.	100% of Parliamentary questions finalised and a progress report approved by ExCo.	100% of Parliamentary questions finalised and a progress report approved by ExCo.
5	Forensic Fraud and Corruption Annual plan developed and approved by the Board.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed and approved by the Board.	N/A	N/A	N/A
6	Percentage of the Forensic Fraud and Corruption annual plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented.	N/A	45% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.	75% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.	95% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.
7	Ethics Plan developed and approved by the Board.	Ethics Plan developed and approved by the Board.	Ethics Plan developed and approved by the Board.	N/A	N/A	N/A
8	Percentage Ethics Plan implemented.	95% of the Ethics Plan activities implemented.	N/A	45% of the Ethics Plan activities implemented and report progress to the Board.	75% of the Ethics Plan activities implemented and report progress to Board.	95% of the Ethics Plan activities implemented and report progress to Board.

8.12 TECHNICAL INDICATORS DESCRIPTORS

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
1. Risk-based Oversight model trials.	RBO model trials conducted.	ASO ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution. Approved risk-based MOSP. RBO report	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-cumulative	Quarterly	Risk assessment of civil aviation activities and adequate industry oversight.	E: ASO E: AI
2. SACAA-Specific ICAO USAP CMA Preparedness Plan implemented	90% of the ICAO USAP-CMA Preparedness Plan implemented.	AvSec ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution.	Progress reports submitted to ExCo quarterly. USAP Preparedness report.	N/A	N/A	Cumulative (Year to date)	Quarterly	USAP-CMA audit findings resolved.	E: AvSec
3. Percentage SACAA specific ICAO USOA- CMA Corrective action plan implemented	85% of the SACAA-specific ICAO USOAP-CMA CAP implemented.	LAC ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution. USOAO CMA CAP report	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	USOAP-CMA audit findings resolved.	E: LAC
4. ICVM audit	ICVM conducted by ICAO on safety.	LAX ExCo Report. Primary data/ information.	Qualitative	ExCo report. ICAO ICVM report.	South Africa scheduled for the ICVM	N/A	N/A	Non-Cumulative	Annual	Improved EI rating	E: LAC E: ASO E: ASOI E: AvSec
5. AAM project plan developed.	AAM project plan developed.	ASO ExCo report. Primary data / information.	Qualitative	ExCo resolution. AAM report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative (Year to date)	Annually	AAM project plan	E: ASO
6. Percentage AAM project plan implemented	80% of Year 1 of 3 of the AAM project plan implemented	ASO ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution. AAM report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	AAM project plan implemented	AAM project plan implemented E: ASO

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
7. GA Safety Strategy revised.	GA Safety Strategy revised.	ASO ExCo report. Primary data / information.	Qualitative	ExCo resolution. GASS report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative	Quarterly	Reduced Accidents in GA	E: ASO
8. GA Safety Strategy Implemented	Percentage GA Safety Strategy implemented.	ASO ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution. GASS report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Reduced Accidents in GA	E: ASO
9. State Aviation Action Plan carbon emissions reviewed.	State Aviation Action Plan on carbon emissions reviewed.	ASI ExCo report. Primary data / information.	Qualitative	ExCo resolution. State Action Plan report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative (Year to date)	Quarterly	State Aviation Action Plan on carbon emissions.	E: ASI
10. AEP Guidelines developed	Develop and publish guidelines for Aviation Environmen-tal Protection (fuel, airport infrastructure e.g., green airports).	ASI ExCo / Board Report. Primary data.	Qualitative	ExCo & Board resolution. AEP report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative	Quarterly	Guidelines for Aviation Environmental Protection published.	E: ASI
11. Percentage licensed aerodromes certified.	Aerodrome 5-phase certification rolled out to 50% of licensed aerodromes.	ASI ExCo report. Primary data / information.	Simple Count Quantitative	Board approval. Aerodrome certification Report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Cumulative	Quarterly	Licensed aerodromes certified.	E: ASI
12. Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Finance ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution. Financial sustainability report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-cumulative (Year to date)	Quarterly	Financial Sustainability Plan.	E: Fin

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
13. Percentage of financial sustainability plan implemented.	90% of the Financial Sustainability Plan implemented.	Finance ExCo / Board report. Primary data / information.	Simple Count Quantitative	ExCo resolution. Financial Sustainability Report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-Cumulative	Quarterly	Improved revenue collection.	E: Fin
14. Human Capital 5-Year Strategy developed	Human Capital 5-Year Strategy developed.	HR ExCo / HRC / Board report Primary data / information.	Qualitative	ExCo resolution. HC Strategy.	Budget availability and approved HC Plan.	N/A.	As per EE and skills development targets.	Non-cumulative	Annually	Effective human capital management.	E:HR
15. Human Capital Year 5 of 5 Plan developed.	Human Capital Plan developed.	HR ExCo / HRC/ Board report. Primary data / information.	Qualitative	ExCo / HRC/Board resolution. HC Plan report.	Progress reports submitted to ExCo quarterly.	N/A	N/A	Non-cumulative	Quarterly	Effective human capital management.	E: HR
16. Year 5 of 5 of the Human Capital Plan implemented	100% of Y5 of 5 of the Human Capital Plan Implemented.	HR ExCo / HRC/ Board report. Primary data / information.	Simple Count Quantitative	ExCo & Board resolution. HC Plan report.	Budget availability and approved HC Plan	As per EE and skills development targets.	As per EE and skills development targets.	Cumulative	Quarterly	Effective human capital management.	E:HR
17. Organisation-al Structure reviewed.	Organisa-tional review conducted.	HR ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution. Organisa-tional review report.	Aligning HC with Strategic Outcomes	As per EE and skills development targets.	As per EE and skills development targets.	Cumulative	Quarterly	Effective human capital management.	E: HR
18. Percentage ICT Plan developed	ICT Plan developed	ICT ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution. ICT report.	Implementation of the sub-projects in the plan.	N/A	N/A	Non-cumulative (Year to date)	Quarterly	Business processes automated.	E: Fin

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
19. Percentage ICT plan implemented.	100% of Year 3 of 3 of the ICT Plan implemented.	ICT ExCo / Board report. Primary data / information.	Simple Count Quantitative	ExCo & Board resolution. ICT report.	Implementation of the sub-projects in the plan.	N/A	N/A	Cumulative (Year to date)	Quarterly	Business processes automated.	E: Fin
20. Cyber security plan developed.	Cyber security plan developed.	ICT ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolutions. Cyber security plan report.	Implementation of the sub-projects in the plan.	N/A	N/A	Non-cumulative	Quarterly	Information and ICT systems security.	E: Fin
21. Percentage Cyber Security plan implemented.	90% of Phase 2 of 3 of the Cyber Security plan implemented.	ICT ExCo / Board report. Primary data / information.	Simple Count Quantitative	ExCo & Board resolution. Cyber Security plan report.	Implementation of the sub-projects in the plan.	N/A	N/A	Cumulative (Year to date)	Quarterly	Information and ICT systems security.	E: Fin
22. Data Management Strategy developed.	Data Management Strategy developed.	CS/Fin ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution.	Centralised data management system.	N/A	N/A	Cumulative (Year to date)	Quarterly	Data Management Strategy.	E: Fin E:CS
23. Stakeholder Management Strategy developed.	Stakeholder Management Strategy developed.	CS ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution. Stakeholder Management report.	Implementation of sub-projects within the strategy.	As per the Stakeholder Strategic plan targets.	As per the Stakeholder Strategic plan targets.	Non-cumulative (Year to date)	Annually	Effective Stakeholder management.	E:CS
24. Percentage Stakeholder Management Strategy implemented	80% of Year 1 of 5 of the Stakeholder Management Strategy implemented	CS ExCo / Board report. Primary data / information.	Simple Count Quantitative	ExCo & Board resolution. Stakeholder Management report.	Implementation of sub-projects within the strategy.	As per the Stakeholder Strategic plan targets.	As per the Stakeholder Strategic plan targets.	Cumulative (Year to date)	Quarterly	Effective Stakeholder management.	E:CS

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
25. Client Satisfaction Survey project plan developed.	Client Satisfaction project plan developed.	CS ExCo report Primary data / information.	Qualitative	ExCo resolution. Client Satisfaction report.	Progress reports submitted to ExCo quarterly.	N/A.	N/A	Non-cumulative	Quarterly	Client Satisfaction project plan.	E:CS
26. Percentage Client Satisfaction project plan implemented.	80% of Phase 1 of 2 of the Client Satisfaction Plan implemented.	CS ExCo report Primary data / information.	Simple Count Quantitative	ExCo resolution. Client Satisfaction report.	Progress reports submitted to ExCo quarterly.	N/A.	N/A	Cumulative	Quarterly	Client Satisfaction project plan implemented.	E:CS
27. Year 3 of 3 of the Transfor-mation Plan developed	Transfor-mation Plan developed.	CS/HR/ Fin ExCo / Board report. Primary data / information.	Qualitative	ExCo & Board resolution. Transfor-mation Plan report.	Compliance with B-BBEE targets.	As per the transformation plan.	As per the transformation plan.	Non-Cumulative	Quarterly	Impactful transformation initiatives.	E: CS E: Fin E: HR
28. Percentage Transfor-mation plan implemented.	100% of Y3 of 3 of the Transfor-mation Plan implemented.	CS/HR/ Fin ExCo / Board report. Primary data / information.	Simple Count Quantitative	ExCo & Board resolution. Transfor-mation Plan report.	Compliance with B-BBEE targets.	As per the transformation plan.	As per the transformation plan.	Cumulative	Quarterly	Impactful transformation initiatives.	E:CS E: Fin E: HR
29. International Relations Strategy developed	International Relations Strategy developed.	CS ExCo report Primary data / information.	Qualitative	ExCo resolution. International Relations Strategy.	Reports on participation in the International Aviation Forums.	N/A	N/A	Non-Cumulative	Quarterly	Improved International presence/ footprint.	E: CS
30. Unqualified audit outcome by AGSA.	Unqualified audit with no material AG findings attracted.	AG audit report. Primary data / information.	Qualitative	Board resolution. AG Audit report.	Effective closure of findings.	N/A	N/A	Non-Cumulative	Annually	Unqualified audit outcome.	E: Fin

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
31. Percentage AG findings action plans resolved.	100% of AG audit findings resolved.	Finance Board report. Primary data / information.	Simple Count Quantitative	Board resolution. Action Plan report	No repeat findings.	N/A	N/A	Cumulative	Quarterly	Improved governance.	E: Fin
32. ESG Assessment Report	ESG assessment conducted	CS/CoSec/ Fin Exco report.	Qualitative	ExCo resolution	Suitable service provider identified.	N/A	N/A	Non-Cumulative	Annual	Sustainable and ethical business practices.	E: CS E: Fin CoSec

8.13 TECHNICAL INDICATOR DESCRIPTORS – GOVERNANCE TARGETS

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
1. Reducing Fruitless and wasteful expenditure.	Elimination of fruitless and wasteful expenditure.	Finance Board report. Primary data / information.	Simple Count Quantitative	Board resolution. Fruitless and wasteful expenditure report.	Disclosure on the financial statements. Any cases of fruitless & wasteful expenditure must be dealt with in line with legal prescripts.	N/A	N/A	Cumulative	Quarterly	Strengthened control environment.	E: Fin
2. Reducing Irregular expenditure.	Elimination of irregular expenditure.	Finance Board report. Primary data / information.	Simple Count Quantitative	Board resolution. Irregular expenditure report.	Disclosure of the financial statements. Any cases of irregular expenditure must be dealt with in line with legal prescripts.	N/A	N/A	Cumulative	Quarterly	Strengthened control environment.	E: Fin

Indicator Title	Definition	Source of Data	Method of Calculation / Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired Performance	Indicator Responsibility
3. 30-day payment of service providers.	Compliance with the 30-day payment of service providers.	Finance ExCo report. Primary data / information.	Simple Count Quantitative	ExCo resolution. SCM report.	Disclosure/ reporting on the Financial Management Reports.	N/A	N/A	Cumulative	Quarterly	Strengthened control environment.	E: Fin
4. Percentage Parliamentary Questions finalised.	Parliamenta-ry Questions finalised	CS/CoSec ExCo report. Primary data / information.	Simple Count Quantitative	DCA approval. ExCo resolution.	DoT approval of PQs.	N/A	N/A	Cumulative	Quarterly	Improved governance.	E: CS
5. Forensic Fraud and Corruption Annual plan developed	Improved control environment.	Internal Audit Board Report. Primary data / information.	Qualitative	Board resolution.	Board approval	N/A	N/A	Cumulative	Quarterly	Improved governance.	CAE
6. Forensic Fraud and Corruption Plan implemented.	Improved control environment	Internal Audit Board Report. Primary data / information.	Simple Count Quantitative	Board resolution. Forensic Fraud and Corruption Quarterly Reports.	Board approval	N/A	N/A	Cumulative	Quarterly	Improved governance.	CAE
7. Ethics Plan developed and approved.	Promoting a culture of ethical behaviour.	CoSec Board report. Primary data / information.	Qualitative	Qualitative Board resolution. Ethics Report.	Effective Ethics Plan implementation.	N/A	N/A	Non-cumulative	Annually	Improved governance.	CoSec
8. Percentage Ethics Plan implemented.	Promoting a culture of ethical behaviour.	CoSec Board report. Primary data / information.	Simple Count Quantitative	Board resolution. Ethics Report.	Effective Ethics Plan implementation.	N/A	N/A	Cumulative	Quarterly	Improved governance.	CoSec

9 KEY RISKS

Strategic Outcome	Strategic Risk Category	Risk Description	High-Level Mitigation Actions
SO1: Strengthened Safety, Security and Environment Oversight System	Environmental protection risk	Increase in carbon emissions as a result of inadequate Aviation Environmental protection regulatory framework and non-compliances with regulations.	Implement the Aviation Environmental Protection oversight and surveillance plan.
	Safety and Security oversight risk	Increase of accidents and unlawful interference as a result of inadequate regulatory framework and non-compliances in implementing regulations.	Implement the Master Oversight and Surveillance Plan.
SO2: Optimised Financial Sustainability	Financial risk	Slow recovery of the industry resulting in less revenue as well as inadequate management of financial resources resulting in financial unsustainability of the Regulator.	Implement the financial sustainability plan.
	3rd Party risk	Poor 3rd Party performance resulting in increased costs and loss of services.	Monitoring and evaluation of contracts.
SO3: Optimised Human Capital	Human Capital risk	Challenges in the attraction and retention of talent in a fast-paced changing workforce landscape.	Implement the Human Capital Strategy and Plan.
SO4: Optimised Innovation and Technology capability	Cyber and Data Security risk	Cyber security threats resulting in Data loss, Fraud, Theft and affecting Data Integrity.	Implementing the Cyber Security Strategy.
	Business Continuity risk	Natural or business disruptive incidents or events impacting operations.	Implementation of the Business Continuity Annual Plan.
SO5: Improved Stakeholder Engagement and Service Excellence	Stakeholder risk	Poor stakeholder management resulting in a negative organisational reputation impacting stakeholder buy-in.	Implement the Stakeholder Management Strategy and plan.
SO6: Sustained Good Governance and Organisational Effectiveness	Legislative risk	Changes in the operating environment impacting regulatory changes.	Develop and implement the Legal Compliance plan.
	Governance risk	Corporate governance lapses resulting in unethical behavior including fraud and corruption which can negatively impact the effective delivery of the mandate as well as the reputation of the organisation.	Develop and implement Ethics and Fraud and Corruption Annual Plans.

10 MEDIUM-TERM STRATEGIC BUDGET

	ACTUAL 2023/24	ENE BUDGET 2024/25		FORECAST 2024/25		ENE BUDGET 2025/26		ENE BUDGET 2026/27		ENE BUDGET 2027/28	
Total Revenue:	**925,694,012**	**986,381,333**	6%	**983,951,353**	5.9%	**1,085,889,997**	10.4%	**1,157,665,909**	6.6%	**1,217,388,585**	5.2%
User fees	105,059,233	113,629,347	8%	115,629,347	9.3%	120,856,297	4.5%	126,268,606	4.5%	132,076,962	4.6%
FIU User Fees	45,730,139	43,504,020	-5%	43,504,020	-5.1%	49,174,200	13.0%	51,436,350	4.6%	53,802,225	4.6%
Safety Charges	562,458,170	621,166,952	9%	611,166,952	7.8%	699,226,360	14.4%	757,733,013	8.4%	801,270,497	5.7%
Fuel Levy	38,464,014	33,911,356	-13%	33,911,356	-13.4%	35,609,278	5.0%	37,247,305	4.6%	38,960,681	4.6%
DOT - AIID	38,651,915	40,401,280	4%	40,401,280	4.3%	42,234,327	4.5%	44,167,076	4.6%	46,198,762	4.6%
DOT - Operations	85,801,000	87,406,000	2%	87,406,000	1.8%	90,075,000	3.1%	93,906,000	4.3%	97,978,820	4.3%
DOT - CSR	1,892,085	1,977,720	4%	1,977,720	4.3%	2,070,673	4.7%	2,165,924	4.6%	2,265,556	4.6%
Other Income	47,637,457	44,384,659	-7%	49,954,678	5.2%	46,643,862	-6.6%	44,741,634	-4.1%	44,835,083	0.2%
Less: Staff Related C	**(636,577,714)**	**(731,061,464)**	13%	**(722,481,877)**	11.8%	**(784,423,235)**	8.6%	**(844,622,796)**	7.7%	**(892,459,815)**	5.7%
Gross Remuneration	(497,842,438)	(561,176,867)	11%	(551,176,867)	9.5%	(608,180,548)	10.3%	(660,331,265)	8.6%	(696,517,997)	5.5%
Perfomance Bonus	(85,000,000)	(96,300,000)	12%	(96,300,000)	11.7%	(97,820,000)	1.6%	(102,807,400)	5.1%	(108,732,417)	5.8%
Training	(13,419,992)	(24,083,485)	44%	(24,083,485)	44.3%	(24,939,755)	3.6%	(26,063,984)	4.5%	(28,239,927)	8.3%
Bursaries	(11,914,465)	(16,315,276)	27%	(16,315,277)	27.0%	(17,244,720)	5.7%	(18,037,977)	4.6%	(18,867,724)	4.6%
Other Staff Cost	(23,367,929)	(25,828,873)	10%	(27,828,873)	17.3%	(29,042,830)	4.4%	(29,832,800)	2.7%	(32,182,109)	7.9%
Temporary Staff	(2,436,989)	(3,119,265)	22%	(3,105,024)	21.4%	(3,262,751)	5.1%	(3,412,838)	4.6%	(3,569,828)	4.6%
Board Remuneration	(2,595,901)	(4,237,697)	39%	(3,672,351)	25.4%	(3,932,631)	7.1%	(4,136,532)	5.2%	(4,349,813)	5.2%
Less: Non Staff Cost	**(239,035,866)**	**(255,319,870)**	6%	**(261,469,476)**	8.8%	**(301,466,761)**	15.3%	**(313,043,112)**	3.8%	**(324,928,770)**	3.8%
Audit Fees	(3,633,233)	(3,252,732)	-12%	(3,252,732)	-11.7%	(3,402,358)	4.6%	(3,558,867)	4.6%	(3,722,574)	4.6%
Premises	(48,246,566)	(49,336,065)	2%	(49,336,065)	2.2%	(69,598,994)	41.1%	(70,222,000)	0.9%	(70,853,998)	0.9%
Communication	(8,359,892)	(11,681,560)	28%	(9,969,482)	13.8%	(10,718,912)	7.5%	(12,780,982)	19.2%	(13,368,906)	4.6%
Other operating costs	(49,413,875)	(49,058,129)	-1%	(47,638,523)	-3.6%	(50,814,803)	6.7%	(53,675,284)	5.6%	(56,144,347)	4.6%
Bad Debts	(414,853)	-	0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
FIU Operating Cost	(32,203,820)	(33,607,448)	4%	(33,607,448)	4.2%	(37,798,425)	12.5%	(39,537,225)	4.6%	(41,355,900)	4.6%
Public Relations	(22,159,436)	(27,321,749)	19%	(27,321,749)	18.9%	(28,578,549)	4.6%	(29,893,162)	4.6%	(31,268,248)	4.6%
Travel Costs - Internat	(13,124,613)	(14,470,573)	9%	(19,729,319)	45.6%	(21,069,522)	6.8%	(21,821,385)	3.6%	(23,142,374)	6.1%
Travel Costs - Domest	(19,910,017)	(19,224,548)	-4%	(22,070,113)	11.2%	(22,108,877)	0.2%	(23,033,885)	4.2%	(24,001,629)	4.2%
Travel Costs - Land	(4,135,388)	(4,576,605)	10%	(4,483,777)	7.6%	(4,787,129)	6.8%	(5,007,337)	4.6%	(5,237,674)	4.6%
Legal Fees	(6,043,123)	(5,948,031)	-2%	(10,948,031)	82.5%	(6,221,641)	-43.2%	(6,507,836)	4.6%	(6,807,197)	4.6%
Repairs & Maintenanc	(5,759,313)	(5,830,560)	1%	(4,700,364)	-18.2%	(6,364,487)	35.4%	(3,519,253)	-44.7%	(3,681,139)	4.6%
Professional Fees	(12,155,253)	(14,404,442)	16%	(12,804,442)	4.5%	(13,580,146)	6.1%	(14,142,928)	4.1%	(14,839,503)	4.9%
Finance costs	(588,342)	(597,411)	2%	(597,411)	1.5%	(624,892)	4.6%	(653,637)	4.6%	(683,705)	4.6%
Depreciation	(12,888,141)	(16,010,016)	19%	(15,010,019)	13.3%	(25,798,026)	71.9%	(28,689,331)	11.2%	(29,821,577)	3.9%
Total Expenses	(875,613,580)	(986,381,333)		(983,951,353)	11.0%	(1,085,889,997)	10.4%	(1,157,665,908)	6.6%	(1,217,388,586)	5.2%
Surplus	**50,080,432**	**0**		**0**		**0**		**0**		**(0)**	
	0	**(0)**		**-**		**-**				**-**	
	-	-		-		-		-		(0)	

11 STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION	Actual Mar-23 R'000	Actual Mar-24 R'000	MTEF Mar-26 R'000	MTEF Mar-27 R'000	MTEF Mar-28 R'000
ASSETS					
Non - Current Assets	**80,545**	**77,791**	**170,483**	**165,793**	**441,972**
Property Plant and equipment	19,066	20,735	101,709	94,987	371,142
Intangible assets	61,479	57,056	68,774	70,806	70,829
Current Assets	**549,236**	**631,889**	**592,786**	**630,813**	**606,529**
Trade and other receivables	77,715	90,796	80,668	85,036	89,709
Inventory	591	308	591	591	591
Bank balances and cash	470,930	540,785	511,527	545,186	516,229
TOTAL ASSETS	**629,781**	**709,680**	**763,268**	**796,606**	**1,048,500**
NET ASSETS & LIABILITIES					
Capital and reserves	**489,245**	**540,260**	**540,260**	**540,260**	**540,260**
Non distributable reserves	-	-	-	-	
Accumulated funds	489,245	540,260	540,260	540,260	540,260
Non - Current Liabilities					
Finance lease liability		-	-	-	236,078
Current Liabilities	**140,536**	**169,419**	**223,008**	**256,345**	**272,161**
Trade and other payables	64,700	81,379	108,420	123,041	138,514
Provisions	75,288	86,371	99,820	106,807	112,732
Operating Lease Liability	548	1,670	14,768	26,497	20,915
TOTAL NET ASSETS & LIABILITIES	**629,781**	**709,680**	**763,268**	**796,606**	**1,048,500**

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