



Kenya Civil Aviation Authority

Strategic Plan

2023/24 – 2027/28



December 2023

Vision

A vibrant, safe, secure and sustainable civil aviation system

Mission

To manage, promote and develop a sustainable, safe and secure civil aviation system through effective oversight, economic regulation of air transport, provision of air navigation services and delivery of quality training.



Values

Excellence

Integrity

Resilience

Professionalism

Responsiveness

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DEFINITION OF TERMS

Baseline	An analysis describing the initial state of an indicator before the start of an intervention against which progress can be assessed or comparisons made.
Core Values	Fundamental principles and beliefs that guide and shape an organization's culture, behavior, decisions, and actions.
Critical Elements	Tools that ICAO considers essential for a State to establish, implement, and maintain in order to have an effective safety oversight system.
ICAO Annex	An annex to the Chicago Convention on International Civil Aviation, adopted by states through the International Civil Aviation Organisation (ICAO).
Indicator	A means of measuring progress that results from an intervention. It is used to measure impact, outcomes, outputs, and inputs that are monitored during project implementation to assess progress.
Key Performance Indicators	Quantifiable metrics used to assess the achievement of specific objectives. KPIs provide measurable insights into an organization's performance, progress, and success.
Key Results Area	An outline of the organization's broad areas of focus where results are expected to be delivered.
Outcome Indicator	A specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the intervention.
Performance Contracting	A management approach used by the Government where specific goals, expectations, and outcomes are mutually agreed upon between parties, facilitating clear accountability, measurement, and rewards based on achieved results.
Performance Indicator	A measurement that evaluates the success of a particular activity such as projects, programmes, products, and other initiatives.

Performance Standards	Established benchmarks that define the expected level of quality, efficiency, and effectiveness in achieving objectives, serving as criteria for evaluating and comparing performance.
Project	A set of coordinated activities implemented to meet specific objectives within defined time, cost, and performance parameters.
Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Strategic Goal	General qualitative statements on what an organization is hoping to achieve in the long-term. Goals are the foundations of a plan and need to be set at the start of the planning process.
Strategic Issues	These are fundamental policy choices, critical challenges/gaps or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed.
Strategic Objectives	Commitments an organization wants to accomplish in the long term; they establish performance levels to be achieved on priority areas and measures of success in fulfilling critical mission statement elements.
Target	A result to be achieved within a given time frame through application of available inputs.

ABBREVIATIONS AND ACRONYMS

AAID	Air Accident Investigation Department	CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
AATIS	Advanced Air Transport Information System	COVID	Corona Virus Disease
AATO	Association of African Training Organizations	COYA	Company of the Year Awards
ADSB	Automated Dependence Surveillance-Broadcast	CS	Corporation Secretary
AFCAC	African Civil Aviation Commission	CSR	Corporate Social Responsibility
AIC	Aeronautical Information Circulars	DANS	Director Air Navigation Services
AIM	Aeronautical Information Management	DASSR	Director Aviation Safety and Security Regulation
AIP	Aeronautical Information Publication	DCA	Directorate of Civil Aviation
AIRAC	Aeronautical Information Regulation and Control	DCS	Director Corporate Services
AIS	Aeronautical Information Services	DEASA	Director East African School of Aviation
AMAN	Arrival Manager	DG	Director General
ANS	Air Navigation Services	DMAN	Departure Manager
ANSP	Air Navigation Service Provider	DME	Distance Measuring Equipment
APSC	Air Passenger Service Charge	DRC	Disaster recovery centre
ARGC	Audit Risk and Governance Committee	EAC	East Africa Community
ASBU	Aviation System Block Upgrade	e-AIP	Electronic Aeronautical Information Publication
ASSR	Aviation Safety & Security Regulation	EASA	East African School of Aviation
ATC	Air Traffic Controller	EDMS	Electronic Document Management System
ATFM	Air Traffic Flow Management	EFOD	Electronic Filling of Difference
ATM	Air Traffic Management	ELD	Eldoret
ATO	Approved Training Organization	ERMC	Executive Risk Management Committee
ATSEP	Air Traffic Safety Electronics Personnel	ERP	Enterprise Resource Planning
BCDP	Business Continuity and Disaster Preparedness	ESAF	Eastern and Southern African Region Office
BCP	Business Continuity Plan	EU	European Union
BOD	Board of Directors	FAA	Federal Aviation Administration
CA	Civil Aviation	FIR	Flight Information Regions
CAA	Civil Aviation Act	FPL	Flight Planning
CAB	Civil Aviation Board	FRMS	Fatigue Risk Management System
CAK	Competition Authority of Kenya	FY	Financial Year
CANSO	Civil Air Navigation Services Organization	GANP	Global Air Navigation Plan
CASSOA	Civil Aviation Safety and Security Oversight Agency	GAP	Global Aviation Products
CAT 1	Category 1	GASP	Global Air Safety Plan
CDU	Curriculum Development Unit	GDP	Gross Domestic Product
CEO	Chief Executive Officer	GOK	Government of Kenya
CMA	Continuous Monitoring Approach	HELB	Higher Education Loans Board
CNS	Communication, Navigation and Surveillance	HF	High Frequency
COMESA	Common Market for Eastern and Southern Africa	HODs	Head of Departments
		HQs	Headquarters
		HR	Human Resource
		HRMS	Human Resource Management System

IAD	Internal Audit Department	MTP	Medium Term Plan
IASA	International Aviation Safety Assessment	MTTR	Mean Time To Repair
IATA	International Air Transport Association	NASP	National Aviation Security Programme
ICAN	International Commission for Air Navigation	NAVAID	Navigation Aid
ICAO	International Civil Aviation Organization	NDG	National Development Goals
ICT	Information Communication Technology	NO	Number
ILS	Instrument Landing System	NOTAM	Notice to Airmen
IPR	Internal Purchase Requisition	OJT	On the Job Training
IRD	Innovation Research and Development	OLF	On-Line Framework
IRMF	Institutional Risk Management Framework	OPMM	Operations Performance Measures and Management
ISMS	Information Security Management System	OPMS	Operational Performance Management System
ISO	International Organization for Standardization	PC	Performance Contract
JKIA	Jomo Kenyatta International Airport	PESTEL	Political, Economic, Social, Technological, Environmental and Legal factors
KAA	Kenya Airports Authority	PPRA	Public Procurement Regulatory Authority
KCAA	Kenya Civil Aviation Authority	PPP	Public Private Partnership
KM	Knowledge Management	PQ	Protocol Questions
KNEC	Kenya National Examination Council	PSR	Primary Surveillance Radar
KQ	Kenya Airways Code	QMS	Quality Management Systems
KRA	Kenya Result Area	RCC	Regional Search and Rescue Centre
KSM	Kisumu International Airport	REC	Regional Economic Communities
LAN	Local Area Network	REP	Representation
LOA	Letters of Agreement	RM	Risk Management
LOKI	Lokichoggio	RMC	Risk Management Champion
LOU	Letter of Understanding	RMCS	Remote Monitoring Control Systems
MANSOPS	Manual of Air Navigation Services Operations	RPAS	Remotely Piloted Aircraft Systems
MAT	Manager Air Transport	RTCE	Regional Training Centre of Excellence
MAVSEC	Manager Aviation Security	RWY	Runway
MCC	Mission Control Center	SAA	Singapore Aviation Academy
MCP	Manager Corporate Planning	SAAQ	State Aviation Activity Questionnaire
MET	Meteorology	SAATM	Single African Air Transport Market
MF	Manager Finance	SABRE	Superior Achievement in Branding, Reputation and Engagement
MHRA	Manager Human Resource and Administration	SAF	Sustainable Aviation Fuel
MIA	Moi International Airport	SAR	Search and Rescue
MIAR	Manager Internal Audit and Review	SARPs	Standards and Recommended Practices
MICT	Manager Information Communication and Technology	SDT	State Department of Transport
MLAT	Multilateralism	SG	Secretary General
MLD	Malindi	SLA	Service Level Agreement
MORS	Mandatory Occurrence Reporting System	SMR	Surface Movement Radar
MORT	Ministry of Roads and Transport	SMS	Safety Management System
MOU	Memorandum of Understanding	SP	Strategic Plan
MPROC	Manager Procurement	SPM	Safety Performance Management
		SSP	State Safety Programme
		SWIM	System Wide Information Management

SWOT	Strengths, Weaknesses, Opportunities and Threats	USAP	Universal Security Audit Programme
TCE	Training Centre of Excellence	USOAP	Universal Safety Oversight Audit Programme
TDC	Training and Development Committee	VAT	Value Added Tax
TNA	Training, Needs, Assessment	VCCS	Voice Communication and Control System
TOR	Terms of Reference	VDF	Very High Frequency Direction Finder
TQM	Total Quality Management	VHF	Very High Frequency
TVET	Technical and Vocational Education and Training	VLS	Voice Logging System
TVETA	Technical and Vocational Education and Training Authority	VOR	Very High Frequency Omni Directional Range
UAS	Unmanned Aircraft Systems	VRS	Voice Recording System
UN	United Nations	WAM	Wide Area Multilateration
UNES	University of Nairobi Enterprises and Services	WG	Working Group
		WGS	World Geodetic System

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CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter presents the context of strategic planning and explains how strategy is vital for organizational success. It also highlights how the Plan is aligned to the key international, continental, regional and national long term development initiatives. This includes the UN Sustainable Development Goals, African Union Agenda 2063, East African Community Vision 2030 and the country's long-term development blueprint, Vision 2030. Further, this chapter provides highlights pertaining alignment of the Plan with the Kenyan Constitution 2010 and the Fourth Medium Term Plan whose focus is to facilitate implementation of the Bottom-Up Economic Transformation Agenda.

1.1 Strategy as an Imperative for Organizational Success

The strategic planning process is important in establishing a framework for the development of operational plans during the strategy implementation period. The strategic plan provides the Authority with a roadmap for future development and improvement in which desired goals are set and necessary actions to achieve them identified. The Plan seeks to make the Authority's programmes and policies progressive, optimise utilization of resources and sustain business operations for greater impact. The Plan will align the Authority's operations to the national development agenda, promote accountability to the public and compliance with government and statutory requirements.

This Strategic Plan defines the objectives and strategies that KCAA would focus on during the planning period. It seeks to clarify and redefine the vision, mission, and core values of KCAA, defines key result areas, strategic objectives, strategies, and activities to be implemented within the specified timelines. The strategic plan takes into account the successes realized and the challenges experienced during the implementation of the 2018 – 2022 strategic plan thus providing a strong foundation for continuous improvement and effective management of strategic risks and uncertainties while pursuing possible opportunities. It will also help in monitoring implementation of progress and drive resilience, growth, and sustainability.

1.2 Context of Strategic Planning

The formulation of this Plan has taken cognizance of the national development priorities, regional and international development frameworks. At the National level, the government is in the process of finalizing Medium Term Plan (MTP) IV which will be used to fast-track implementation of Bottom-up Economic Transformation Agenda (BETA). While on the regional front, the East African Community (EAC) Partner States have crafted Vision 2050 to accelerate productivity and social-economic wellbeing of the people. At

the continental level, Agenda 2063 provides a roadmap to guide realization of the objective of social-economic transformation of the African continent.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The UN Agenda adopted in 2015 is a commitment by member states to work towards ensuring sustained and inclusive economic growth, social inclusion, and environment protection. The UN Agenda is comprised of seventeen Sustainable Development Goals (SDGs) which provide a framework to guide member states in formulation of policies and strategies to achieve overall goal of ending poverty, protection of the planet and achieving sustainable peace.

Table 1 presents an analysis of KCAA actions that support the implementation of targets that contribute to achievement of the SDGs. KCAA has identified six (6) goals and eight (8) targets.

Table 1: KCAA Contribution to Achievement of SDGs

S/No.	SDG	Target	KCAA Actions
1.	Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship 4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations	<ul style="list-style-type: none"> • Provide training that will support development of technical and vocational skills in aviation. • Provide OJT to enhance lifelong learning opportunities for aviation professionals. • Promote enrolment of girls in aviation related courses at EASA to bridge the gender gaps in the air transport industry.
2.	Goal 5: Achieve gender equality and empower all women and girls	5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life	<ul style="list-style-type: none"> • Provide equal opportunities for all gender during recruitment, deployment, promotion, and professional development.
3.	Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	<ul style="list-style-type: none"> • Ensure policy on equal pay for work of equal value is adhered to. • Protect and promote rights of all workers. • Provide a descent, safe and secure working environment, and socio-economic support for all employees.

S/No.	SDG	Target	KCAA Actions
4.	Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.1: Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	<ul style="list-style-type: none"> • Upgrade, modernize and maintain systems and equipment for provision of efficient ANS within the Flight Information Region (FIR) and aviation training. • Facilitate Search and Rescue (SAR) operations within the FIR.
5.	Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable	11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	<ul style="list-style-type: none"> • Support establishment and operationalization of a Single African Air Transport Market (SAATM). • Collaborate with ICAO, Aviation bodies and other CAAs to develop the global air transport market. • Ensure compliance to ICAO SARPS, safety, and security requirements
6.	Goal 13: Take urgent action to combat climate change and its impacts	<p>13.2: Integrate climate change measures into national policies, strategies, and planning</p> <p>13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<ul style="list-style-type: none"> • Undertake measures to conserve and protect the environment and combat climate change. • Promote development, deployment, and adoption of green energy, including Sustainable Aviation Fuels (SAF) in Kenya air transport industry. • Use of solar energy in KCAA stations e.g Moi International Airport (MIA), • Plant trees to support forest restoration and increase tree cover. • Support the International Aviation's Net Zero 2050 goal by implementing relevant activities. • Championing Carbon Off-setting Reduction Scheme for International Aviation (CORSIA) activities. • Ensure compliance with ICAO Annex 16 provisions on environment protection. • Participate in seminars and conferences organized by ICAO and other aviation bodies on matters environment. • Organize workshops, seminars and conferences aimed at creating awareness and deepening knowledge on environment and climate change matters e.g during Africa Climate Summit. • Undertaking capacity building on reduction of Carbon Off-setting Reduction Scheme

1.2.2 African Union Agenda 2063

The African Union Agenda 2063 is Africa's endogenous plan for structural transformation and a shared strategic framework for inclusive growth and sustainable development. The Agenda is based on the African Union Vision which paints a picture of where Africans would like to see their continent 50 years from now, when Africa would be celebrating

the centenary of the founding of the Organization of African Unity (OAU). The Agenda is premised on seven aspirations and comprise of 20 goals which are aligned with those of the United Nations (UN) Sustainable Development Goals.

Table 2 presents an analysis of KCAA actions that support implementation of priority areas that contribute to achievement of the African Agenda 2063 goals and aspirations.

Table 2: KCAA Contribution to the Achievement of Africa Agenda 2063

S/No.	Goal	Priority Areas	KCAA Actions
1.	Goal 1: A high standard of living, quality of life and wellbeing for all citizens	Incomes, jobs, and decent work	<ul style="list-style-type: none"> Provide a descent working environment and socio-economic support for growth and development of employees.
2.	Goal 2: Well educated citizens and skills revolution underpinned by science, technology, and innovation	Education and science, technology, and innovation (STI) driven skills revolution	<ul style="list-style-type: none"> Provide training opportunities for aviation professionals to support growth of regional aviation industry. Support Research, Science, Technology, and Innovation (RSTI) agenda to enhance development of air transport.
3.	Goal 7: Environmentally sustainable and climate resilient economies and communities	Climate resilience and natural disasters preparedness and prevention	<ul style="list-style-type: none"> Undertake measures to conserve and protect the environment and combat climate change.
		Renewable energy	<ul style="list-style-type: none"> Promote development, deployment, and adoption of green energy, including SAF in Kenya air transport industry.
4.	Goal 10: World class infrastructure criss-crosses Africa	Communications and infrastructure connectivity.	<ul style="list-style-type: none"> Support establishment and operationalization of a Single African Air Transport Market (SAATM).

1.2.3 East African Community Vision 2050

The EAC Vision 2050 provides a framework whose overall objective is to enable the Partner States to optimize the utilization of the available resources to accelerate productivity and social wellbeing of the people. The Vision portrays a future East Africa with rising personal prosperity in cohesive societies, competitive economies, and strong inter-regional interaction and is anchored on six pillars designed to facilitate the region to transition to upper income status by 2050.

The Vision envisages implementation of key programmes and projects under the air transport sector namely, establishment of an EAC Upper Flight Information Region (UFIR) which entails a single bloc of upper airspace, full liberalization of air transport services, establishment and operationalization of a regional framework for aircraft accidents and incidents investigations, development of an EAC Search and Rescue Plan, harmonization of national Search and Rescue Plans and rehabilitation of all major airports and aerodromes to meet ICAO SARPs for aviation safety, security and provision of air navigation services.

Table 3 presents an analysis of KCAA actions that support implementation of EAC Vision 2050 goals.

Table 3: KCAA Contribution to East African Community Vision 2050

S/No.	Pillar	Goal	KCAA Actions
1.	Infrastructure development	Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	<ul style="list-style-type: none"> • Promote growth of air transport through enforcing compliance to ICAO SARPS, safety, and security requirements. • Facilitate and collaborate on Search and Rescue (SAR) operations within the FIR. • Liaise with the Ministry responsible for Civil Aviation Matters to facilitate increased regional connectivity through Bilateral Air Service Agreements (BASAs)
2.	Natural Resources and Environment Management	Sustainable utilisation of natural resources, environment management and conservation with enhanced value addition.	<ul style="list-style-type: none"> • Undertake measures to conserve and protect the environment and combat climate change. • Promote development, deployment, and adoption of green energy, including SAF in Kenya air transport industry.
3.	Human Capital Development	Well-educated and healthy human resources	<ul style="list-style-type: none"> • Provide training that will support development of technical and vocational skills in aviation. • Support Research, Science, Technology, and Innovation (RSTI) in aviation.

1.2.4 The Constitution of Kenya

The constitution of Kenya provides a framework that governs the political and social economic development of the country. Section 18(g) of the Fourth Schedule of the Constitution lists civil aviation as one of the key functions of the national government. Article 10 articulates the national values and principles of governance and Article 73 on responsibilities of leadership to be espoused by all state organs and agencies. Article 29 –freedom and security of person, Article 31 –privacy, Article 35- access to information, Article 41- labour relations, Article 42- environment and Article 46 – consumer rights.

Chapter 12 which covers issues pertaining to public finance, articulates principles to underpin conduct of public finance including expenditure controls, transparency, fairness, and accountability. Article 232 explains the values and principles of public service to be adhered to in delivery of services by public sector institutions. The core values of the Authority were selected carefully to ensure they promote realization of the national values. The strategies and activities planned for implementation during the plan period will adhere and promote the principles set out by the constitution.

1.2.5 The Kenya Vision 2030, MTP IV and Bottom-up Economic Transformation Agenda (BETA)

Kenya Vision 2030 is the long-term development blueprint whose objective is transform Kenya into “a newly industrializing, middle-income country providing a high quality of life to all citizens in a clean and secure environment. The Vision is anchored on three (3) Pillars i.e Economic, Social and Political. To achieve the aspirations of the Vision, Enablers were identified where Transport was regarded as key in facilitating the achievements of the objectives set under the Vision. The Vision is implemented through successive five-year medium-term plans. To date the government has formulated and implemented three medium term plans (from 2008 – 2022).

MTP IV, currently under finalization is scheduled to be implemented over the period 2023 – 2027. The focus of MTP IV is to fast-track implementation of the core pillars that underpin BETA (Agriculture; Micro Small and Medium Enterprises (MSMEs); Housing and Settlement; Healthcare; and Digital Superhighway and Creative economy). The sectors under the MTP IV are Finance and Production; Infrastructure; Social; Environment and Natural Resource Management; and Governance and Administration. The Authority is established under the infrastructure sector which comprises the following sub-sectors: Roads and Transport; Energy and Petroleum; Broadcasting and Telecommunication; ICT and Digital Economy; Land, Public Works, Housing and Urban Development; and Water and Irrigation. The Sector plays a critical role as a driver and an enabler in providing cost-effective public utilities, infrastructure facilities and services critical for socio-economic development.

The priorities in the infrastructure sector are: Corporate Governance; Inclusive growth/people centered, Digitization; Expansion of revenue base; and Alternative financing. The interventions envisaged for civil aviation under the MPT IV are under the thematic area ‘Civil Aviation Development and Management’ and focus on public infrastructure with huge potential of generating revenue for the Country through charging user fees thereby expanding the Country revenue base. The interventions KCAA plans to undertake towards realization of MTP IV targets are as presented in table 4.

Table 4: KCAA Interventions Towards Realization of MTP IV Priorities

S/No.	MTP IV Sector	KCAA Priorities and Interventions
1.	Infrastructure	<ul style="list-style-type: none">Enhance capacity to facilitate expeditious and safe movement of aircrafts in Kenya’s airspace.Construct a Control Tower at Kisumu and Diani Airports.Upgrade, modernize and undertake routine maintenance of equipment and systems for air navigation services and training.Digitalization of government services and records to facilitate access to citizen services.Invest in infrastructure that will facilitate adoption of e-learning at EASA.
2.	Governance and public administration	<ul style="list-style-type: none">Ensure good governance and compliance with Article 10 and 232 of the Constitution of Kenya.

S/No.	MTP IV Sector	KCAA Priorities and Interventions
		<ul style="list-style-type: none"> Implement government initiatives that support good governance in the management of state corporations.
3.	Finance and Production	<ul style="list-style-type: none"> Support operations of UAS to enhance agricultural productivity through issue of approvals for agricultural data collection, crop spraying and monitoring, seeding, and fertilizer application. Support UAS operations in the creative industry through sensitization of operators. Support UAS operations in the creative industry through issue of RPAS Operating Certificates (ROCs) to undertake filming, photography, videography, and content creation.
4.	Environment and Natural Resource Management	<ul style="list-style-type: none"> Champion the Carbon Off-setting Reduction Scheme for International Aviation (CORSIA). Promote development, deployment, and adoption of green energy, including Sustainable Aviation Fuels (SAF) in Kenya. Plant trees to support government forest restoration efforts towards increasing tree cover to 30%. Promote the use of solar energy in KCAA stations e.g Moi International Airport (MIA).
5.	Social	<ul style="list-style-type: none"> Promote public awareness and issue approvals for housing and settlement height. Promote the psycho-social well-being of students for better academic performance. Undertake CSR initiatives that promote community welfare.

1.3 History of KCAA

Prior to 1977, the provision of civil aviation services was being done jointly by Kenya, Uganda and Tanzania through an agency of the East African Community called East African Community (EAC). However, following the collapse of EAC in June 1977, Kenya established through an Act of Parliament (CAP 394), the Directorate of Civil Aviation (DCA) and the Civil Aviation Board (CAB). The DCA was established to control, regulate, and ensure orderly development of the aviation industry in Kenya, while CAB was established to formulate policy and license air services.

Cognizant of the best international practise articulated by ICAO which encourages States to establish autonomous entities to provide civil aviation services and the need to enhance delivery of services, the government made the decision to de-link DCA from the mainstream civil service. Towards this end, the Civil Aviation (Amendment) Act which amended the Civil Aviation Act (CAP 394), was enacted on 24th October 2002, consequently establishing the Kenya Civil Aviation Authority (KCAA) as an autonomous corporate body. The Act enacted in 2002 has since been repealed and re-enacted as the Civil Aviation Act, 2013 and amended in 2016. KCAA assumed the functions which previously were being handled by DCA and CAB.

1.4 Methodology of Developing the Strategic Plan

The development of this Strategic Plan adopted an inclusive and participatory approach which involved literature reviews of reports, guidelines, legislations, policies relevant to KCAA's operations and stakeholder consultations. Data collection methods included conducting interviews (both key informant interviews and focused group discussions) with Board members, key KCAA staff and stakeholders (including service providers, consumers, and suppliers). This consultative and participatory approach has achieved a key objective of public participation that appreciates feedback and input from all stakeholders.

Data collected was used to formulate the framework for this strategic plan. Consultations and workshops with Board and management were held to develop the strategic direction of KCAA. The plan has incorporated an assessment of past performance, challenges and lessons learnt. It has also captured a thorough situational analysis using SWOT and PESTEL tools. Further, the vision, mission and core values have also been reviewed. The findings from the situational analysis informed the content of the Strategic Plan as reflected in the strategic focus, key result areas, strategies, and associated activities, and the risk management framework.

The Strategic Plan was reviewed and aligned to conform to the guidelines issued by the State Department of Planning (SDoP) which provided procedures and steps to be followed while preparing strategic plans. During the realignment process, the Authority engaged consultants from UNES and Officers from SDoP to lead the process. The team reviewed the approved Strategic Plan alongside the guidelines and identified gaps that required action. Thereafter, the first draft of the aligned plan was prepared and circulated to management and staff for input. A management retreat was held where further consultations were undertaken with a view to enriching the document.

The Authority also organized stakeholder consultation forums. The process of stakeholder participation involved two steps, first, stakeholders were requested to provide written responses to key strategic questions. Second was a consultative workshop where more views were collected, discussed, and incorporated into the draft plan. Finally, the draft plan was presented to members of the Board of Directors for approval.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

The chapter presents the mandate of the Authority and the key components of the strategic direction that will guide implementation of this Plan. The mandate revolves around the three broad functions performed by the Authority namely regulation of the aviation industry, provision of air navigation services and training of aviation personnel. The components of the strategic direction presented in this section are the Vision, Mission, Strategic Goals, and Core Values. The Authority reviewed its vision, mission, core values and strategic objectives to ensure that focus remains on achieving the mandate for which it was established.

2.1 Mandate of Kenya Civil Aviation Authority

Kenya Civil Aviation Authority (KCAA) is a State Corporation established on 24th October 2002 by the Civil Aviation (Amendment) Act 2002. The Act has since been repealed and re-enacted as the Civil Aviation Act, 2013 and amended in 2016. According to the Act, 'The object and purpose for which the Authority as established shall be, to economically and efficiently plan, develop and manage civil aviation, regulate and operate a safe civil aviation system in Kenya in accordance with the provisions of this Act'.

The Authority is responsible for performance of three broad functions namely, regulation of the civil aviation industry in Kenya; provision of air navigation services and coordination of search and rescue (SAR) within the Kenyan airspace and other airspaces delegated to Kenya by ICAO; and provision of aviation training, done through the East African School of Aviation.

The Authority is required to carry out its functions in a manner consistent with the Chicago Convention on International Civil Aviation and any other international conventions and protocols relating to civil aviation, to which Kenya is a party.

The detailed functions of KCAA as provided for in the Civil Aviation Act No. 21 of 2013 as amended in 2016 are as follows:

- a) Licensing of air services.
- b) Provision of air navigation services.
- c) Establishment and maintenance of a system for the registration and the marking of civil aircraft.
- d) Securing sound development of the civil aviation industry in Kenya.
- e) Advising the Government on matters concerning civil aviation.
- f) Coordination and direction of search and rescue services.
- g) Facilitation and provision of all the necessary support for the aircraft accident and incident investigations conducted by the investigator in charge.
- h) Carrying out investigations on incidents that are not classified as accidents and serious incidents.

- i) Safety, security, and economic and technical regulation of civil aviation.
- j) Dealing with incidents of unlawful interference with aviation security.
- k) Establishment, coordination, and maintenance of State Safety Security Programmes.
- l) Certification of aircraft operators.
- m) Enforcement of approved technical standards of aircraft.
- n) Licensing and monitoring of aeronautical personnel.
- o) Provision of technical services for the design, installation, and modification of electronic, radio and other equipment used in the provision of air navigation services.
- p) Ensuring integrity of the systems, equipment, and facilities of the Authority.
- q) Issuance and dissemination of the publications referred to in the Civil Aviation Act.
- r) Production of accurate, timely, comprehensive, and relevant air transport information for planning and decision-making purposes.
- s) Approval, certification and licensing of aircraft maintenance organizations and regulation of aviation training institutions
- t) Establishment, management, and operation of training institutions for the purposes of the Authority
- u) Registration of rights and interests of aircraft.
- v) Planning, development, and formulation of the airspace master plan for the safe and efficient utilization of Kenya Airspace.
- w) Establishment, coordination and maintenance of state aviation safety and security programmes.
- x) Licensing certification, registration, and surveillance of aerodromes.
- y) certification and surveillance of air navigation service providers.
- z) Licensing and certification of regulated agents.
- aa) Implementing and enforcing the provisions of the Civil Aviation Act, regulations and directives issued hereunder and treaties to which Kenya is a party.
- bb) Taking measures to minimize, to the extent possible, any disturbance to the public and any adverse effect on the environment from noise, vibration, atmospheric pollution, or any other cause attributable to the use of aircraft for the purpose of civil aviation.
- cc) Performing economic oversight of air services, protecting consumer rights, environment and ensuring fair trading practices.
- dd) Giving effect to the Chicago Convention and other international agreements relating to civil aviation to which Kenya is party; and
- ee) Performance of such other functions as may, from time to time, be conferred on it by the Cabinet Secretary or by any other written law.

2.2 Vision Statement

A vibrant, safe, secure, and sustainable civil aviation system.

2.3 Mission Statement

To manage, promote and develop a sustainable, safe, and secure civil aviation system through effective oversight, economic regulation of air transport, provision of air navigation services and delivery of quality training.

2.4 Strategic Goals

The strategic goals of KCAA are;

- a) Effective civil aviation policy, legal and regulatory framework.
- b) Improved state of equipment, infrastructure, and efficient airspace management.
- c) Improved quality of aviation training.
- d) Improved corporate image and reputation.
- e) Strengthened institutional capacity.

2.5 Core Values

The following core values were developed and adopted through a consultative process involving the KCAA Management and Board. Once implemented, these values will build the organizational culture necessary to propel KCAA towards the effective realization of her vision and mission.

- a) Excellence
- b) Integrity
- c) Resilience
- d) Professionalism
- e) Responsiveness

The values were expounded for ease of interpretation during implementation as explained in Table 5.

Table 5: Operationalization of KCAA Core Values

No.	Value	What it means to KCAA
1.	Excellence	We commit to provide quality services through continual improvement and promotion of innovation to adapt to the dynamic aviation ecosystem. As a service industry, KCAA employees are the guarantors of a sustainable, effective, and quality service delivery.
2.	Integrity	We shall select staff on basis of personal integrity, competence, and suitability. In performing their duties, all staff shall demonstrate honesty, objectivity and impartiality in decision making ensuring that their decisions are not influenced by nepotism, favouritism, or improper motives.

No.	Value	What it means to KCAA
3.	Resilience	We shall endeavour to create a flexible, agile, and adept organization that will proactively respond to changes in the environment to ensure business continuity.
4.	Responsiveness	We commit to meet and exceed the expectations of our stakeholders in managing and promoting the development of civil aviation system.
5.	Professionalism	We commit to have qualified and competent personnel for effective and efficient performance thereby guaranteeing aviation safety, security, and sustainability.

2.6 Quality Policy Statement

Creating a safe, efficient, and reliable air transportation system for the traveling public is our responsibility. Therefore, adoption of a quality management system is a strategic decision taken by KCAA to help improve consistency of its services, customer satisfaction and overall efficiency. Our quality culture is benchmarked on the ISO 9001:2018 International Standard.

To achieve this, KCAA commits to;

1. Consistently meet customer expectations/ requirements and address current and future needs & expectations including legal and statutory obligations.
2. Identifying and monitoring risks and opportunities associated with her context and processes.
3. Establishing and monitoring measurable quality objectives at corporate and functional levels.
4. Continual improvement of the QMS through data analysis, performance evaluation and management review every six months.
5. Maintain, communicate, implement, and review this policy in order to ensure its continual suitability and availability to stakeholders.
6. Ensure that all staff discharge their services in accordance with this quality policy.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

The chapter presents an analysis of the environment in which the Authority operates. The analyses cover both the external and internal environment and was undertaken using Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) tools. This process is critical as it enabled the Authority to map out strategic responses that will exploit strengths and tap into opportunities while at the same time dealing with weaknesses and threats to the achievement of KCAA's strategic objectives. The chapter also documents the Authority's performance during the previous strategic plan period, the challenges encountered, and the lessons learnt. Finally, the chapter presents a stakeholder analysis which involves mapping of the various stakeholders in order to understand their roles, their expectations and also the Authority expectation from them.

3.1 Situation Analysis

3.1.1 Summary of Opportunities and Threats

A summary of opportunities and threats arising from the analyses of external environment based on responses from KCAA management, staff, and stakeholders is presented in table 6.

Table 6: Summary of Opportunities and Threats

	Factor	Opportunities	Threats
1.	Political	a) Political goodwill that will enable timely enactment of legislation. b) Goodwill from Development Partners. c) Proximity to ESAF office and other Strategic Partners that can be utilized for technical resource.	a) Political decisions, strife and unrest that may lead to suspension of flights and service provision. b) Political Interference. c) External conflicts (Ukraine-Russia that affect international aviation)
2.	Economic	a) Economic growth affecting level of consumption of aviation services in the country. b) A rapidly growing aviation market and industry. c) Continuous modernization and investment in aviation facilities and equipment. d) Increased revenues received and remittances in foreign currency. e) Availability of external sources of finance to support investment.	a) Fiscal and monetary policies that may impact KCAA's revenue performance. b) Foreign exchange fluctuations. c) Collapse of suppliers of critical CNS/ATM equipment. d) Competition from other countries. e) Volatility of energy prices (oil and gas).

	Factor	Opportunities	Threats
3.	Social	<ul style="list-style-type: none"> a) Fast growing-middle class that affect demand of aviation services. b) Increasing youthful population which provides a target for training. c) Highly exposed and informed consumers requiring high quality of services. d) A robust media industry environment that can be used to increase visibility. e) Highly specialized and qualified individuals available for engagement as designated inspectors. 	<ul style="list-style-type: none"> a) Outbreak of pandemics, diseases, and calamities. b) Mushrooming of informal settlement around the school which is a security threat. c) Terrorism attacks and insecurity that compromise the provision of aviation services
4.	Technological	<ul style="list-style-type: none"> a) A rapidly growing aviation industry with emerging aviation technologies. b) Social media and online platforms creating opportunity for stakeholder engagement. c) Existence of mechanisms of service provision through mobile technologies 	<ul style="list-style-type: none"> a) Threat of Cyber-attack. b) Cyber bullying. c) No mechanism for disposal of digital waste. d) High rate of technology turn-over resulting i early retirement of existing equipment and systems.
5.	Environmental	<ul style="list-style-type: none"> a) Ensure compliance with relevant environmental laws and regulations. b) Availability of development partners and funding for implementation of environment programmes. c) Existence of legal framework for implementation of the CORSIA programme and measures towards CO₂ offsetting and reduction. 	<ul style="list-style-type: none"> a) Adverse effects of climate change. b) Environment pollution through use of fossil fuels. c) Aircraft noise that is harmful to natural habitat. d) No mechanism for disposal of digital waste. e) Increased demand to enforce compliance with environmental requirements
6.	Legal	<ul style="list-style-type: none"> a) Existence of legal framework and relevant policies. b) Internationally approved global and regional policies, regulations, and planning frameworks. 	<ul style="list-style-type: none"> a) Unfavourable financial regulations that are enacted from time to time. b) Low compliance with legal requirements. c) Emerging issues that need to be reviewed and incorporated in the legal framework.
7.	Micro Factors	<ul style="list-style-type: none"> a) Strong revenue base. b) Growth of the air transport industry c) Availability of technical human resource 	<ul style="list-style-type: none"> a) Exchange rate fluctuations. b) Global competition for technical human resource.
8.	Industry Environment	<ul style="list-style-type: none"> c) Presence of Bilateral Air Service Agreements (BASAs) and Multilateral Air Service Agreements (MASAs). 	<ul style="list-style-type: none"> a) Competition of Kenya air transport industry with regional airlines like Ethiopia and Rwanda airlines.
9.	Market Environment	<ul style="list-style-type: none"> a) ICAO and IATA Certification. 	<ul style="list-style-type: none"> a) Inadequate capacity that may impact negatively on quality of aviation training.

3.1.2 Summary of Strengths and Weaknesses

The internal environment analysis explored the strengths and weaknesses of the Authority and are summarised in table 7.

Table 7: Summary of Strengths and Weaknesses

S/No.	Factor	Strengths	Weaknesses
1.	Governance and Administrative Structures	<ul style="list-style-type: none">Established structures and systems that support effective Governance and Management.	<ul style="list-style-type: none">Unsatisfactory level of compliance with safety and security requirements.Inadequate staff in relation to approved establishment.
2.	Internal Business Processes	<ul style="list-style-type: none">Effective systems and documented processes for service delivery.Existence of policies, regulations, standards, and operating procedures.	<ul style="list-style-type: none">Failure to adopt technology in some business processes.Unsatisfactory level of compliance with policies, regulations, standards, and operating procedures.Inadequate policy, legal and regulatory framework.
3.	Resources and Capabilities	<ul style="list-style-type: none">Availability of land, equipment, and physical infrastructure.Qualified, competent, and productive staff.Availability of intangible resources like software and systems, reputation, relationships/partnerships, knowledge, accumulated experiences, and expertise.	<ul style="list-style-type: none">Lack of legal ownership documents for assets risking loss of the assets.Ineffective succession planning, technical staff training and deficient organization culture.Rapid changes in technology that renders equipment and systems redundant and obsolete.Lack of a framework to attract and retain specialized skills.

3.2 Stakeholder Analysis

Stakeholder analysis is a process of systematically gathering and analysing information on entities whose interests should be considered when developing and/or implementing the Authority's Strategic Plan. A number of stakeholders were identified, and an analysis was undertaken to determine their role, their expectation from the Authority, the Authority's expectation from them and the ways to manage the expectations. The analysis is presented in table 8.

Table 8: Stakeholder Analysis Matrix

No	Stakeholder	Role	Expectation of the Stakeholder from KCAA	KCAA Expectation	Ways to manage expectation
1.	Ministry responsible for Civil Aviation Matters	<ul style="list-style-type: none"> Provide overall leadership and policy direction. 	<ul style="list-style-type: none"> Delivery of mandate and support growth of air transport in Kenya. 	<ul style="list-style-type: none"> Provide Timely approval. Provide overall leadership and policy direction. Support growth of air transport. Enhance consultation and participatory decision making 	<ul style="list-style-type: none"> a) Provide advise as required. b) Develop laws and regulations and submit for approval. c) Effective oversight of the civil aviation regulations d) Participate in the development of national development plans. e) Effective implementation of Vision 2030, Medium Term Plans and Authority's Strategic Plans
2.	Parliament	<ul style="list-style-type: none"> Enact Laws, provide oversight. 	<ul style="list-style-type: none"> Effective oversight of the civil aviation system. Ensure performance standards and accountability 	<ul style="list-style-type: none"> Enact laws and regulations in a timely manner. 	<ul style="list-style-type: none"> a) Enhance consultations between the parliament and the Authority.
3.	International Civil Aviation Organization (ICAO) Civil Aviation Safety and Security Oversight Agency (CASSOA) African Civil Aviation Commission (AFCAC)	<ul style="list-style-type: none"> Oversight of the international civil aviation system to ensure compliance. 	<ul style="list-style-type: none"> Update membership Participate in aviation policy formulation and implementation initiatives. Ratification of constituting protocols and conventions. Promote knowledge sharing. 	<ul style="list-style-type: none"> Provide platforms for knowledge sharing and learning. Provide leadership in global aviation system. Develop and implement a framework for compliance with policies, laws and SARPS. 	<ul style="list-style-type: none"> a) Payment of annual subscription contributions/fees b) Participation of experts in the council, panels, committees, boards, executive committees, working groups c) Initiating legislation for State ratification and adoption of constitutive and legal instruments d) Secondment of technical experts e) Hosting of Regional Offices (ICAO ESAF) and ICAO events.
4.	Regional Economic Blocs (RECs)	<ul style="list-style-type: none"> Promote regional economic integration. 	<ul style="list-style-type: none"> Promote knowledge sharing. Support growth of civil aviation in the region. 	<ul style="list-style-type: none"> Enhance collaborations and cooperation within the region. 	<ul style="list-style-type: none"> a) Participation of experts in panels, committees, working groups e.t.c b) Secondment of technical experts c) Hosting of events, seminars, workshops.
5.	Industry Associations (CANSO, IATA, AATO)	<ul style="list-style-type: none"> Promote industry collaborations 	<ul style="list-style-type: none"> Membership for CANSO & AATO 	<ul style="list-style-type: none"> Enhance collaborations and cooperation programs. 	<ul style="list-style-type: none"> a) Compliance with membership requirements b) Provision of quality services

No	Stakeholder	Role	Expectation of the Stakeholder from KCAA	KCAA Expectation	Ways to manage expectation
		and cooperation.			c) Participation in their activities
6.	Lobby groups (KAAO, KALPA)	<ul style="list-style-type: none"> Represent interest of members 	<ul style="list-style-type: none"> Provision of services based on agreed framework. 	<ul style="list-style-type: none"> Support in information dissemination. 	a) Undertake consultations on new legislations. b) Efficient and realistic licensing procedures
7.	Other Ministries, Departments, Agencies and County Governments	<ul style="list-style-type: none"> Implement relevant Government mandate. 	<ul style="list-style-type: none"> Effective oversight of civil aviation Compliance with policies, laws, regulations, and circulars. Approvals for civil aviation related issues 	<ul style="list-style-type: none"> Cooperation and collaboration to promote air transport 	a) Effective oversight of civil aviation regulations b) Ensure compliance with applicable laws, regulations and circulars c) Timely approvals of submitted requests. d) Pay applicable fees.
8.	Passengers (Consumers)	<ul style="list-style-type: none"> User of aviation services. 	<ul style="list-style-type: none"> Quality Service Compliant industry 	<ul style="list-style-type: none"> Compliance with applicable laws and regulations. 	a) Effective oversight of the civil aviation industry b) Effective management of consumer protection requirements. c) Establish Customer care centres.
9.	Neighbouring CAAs	<ul style="list-style-type: none"> Provide civil aviation services based on ICAO SARPS. 	<ul style="list-style-type: none"> Compliance with LoPs, LoAs & MoUs Systems interoperability Submission of the required technical/traffic information & data 	<ul style="list-style-type: none"> Cooperation and collaboration. 	a) Incorporate the LoPs, LoAs & MoU provisions/requirements into the MANSOPs. b) Comply with the Regional Planning and Implementation Plans c) Establish and maintain a traffic/technical database
10.	Media	<ul style="list-style-type: none"> Provide information to public. 	<ul style="list-style-type: none"> Timely dissemination of information of public interest Cordial relations with the organization 	<ul style="list-style-type: none"> Provide accurate and timely information. 	a) Implement robust media relations strategy. b) Timely dissemination of public information
11.	Local community	<ul style="list-style-type: none"> Host Authority infrastructure including equipment and systems. 	<ul style="list-style-type: none"> Practice good corporate citizenship. Undertake CSR activities and protect local environment. 	<ul style="list-style-type: none"> Provide security to Authority infrastructure. 	a) Implement policy and procedures on CSR. b) Initiate activities and policies that promote environmental protection. c) Employ from local community especially for low and unskilled staff.
12.	Customers (Air operators and aviation personnel)	<ul style="list-style-type: none"> User of aviation services. 	<ul style="list-style-type: none"> Appropriate and clear guidelines on requirements for compliance 	<ul style="list-style-type: none"> Compliance with applicable laws and regulations. 	a) Develop appropriate legislative framework for compliance.

No	Stakeholder	Role	Expectation of the Stakeholder from KCAA	KCAA Expectation	Ways to manage expectation
			<ul style="list-style-type: none"> Quality services. 		<ul style="list-style-type: none"> b) Effective oversight of the civil aviation industry c) Implement quality assurance mechanisms for service delivery. d) Establish customer care desk.
13.	Training partners (SAA, FAA Incheon, Moi University)	<ul style="list-style-type: none"> Provide training to aviation personnel. 	<ul style="list-style-type: none"> Signing and effective implementation of MoUs 	<ul style="list-style-type: none"> Cooperation and collaboration in R&D. 	<ul style="list-style-type: none"> a) Adherence to MoU provisions/clauses b) Support R&D. c) Secondment of technical experts. d) Support transfer of skills.
14.	The Kenya Meteorological Department	<ul style="list-style-type: none"> Provide Meteorological information. 	<ul style="list-style-type: none"> Timely provision of meteorological information. 	<ul style="list-style-type: none"> Timely transmission of meteorological information to aircraft operators. 	<ul style="list-style-type: none"> a) MoU on provision of meteorological information.
15.	Aeronautical data providers	<ul style="list-style-type: none"> Provide Aeronautical data. 	<ul style="list-style-type: none"> Specification of aeronautical data quality requirements. Timely processing, publication, and dissemination of aeronautical data. 	<ul style="list-style-type: none"> Timely processing, publication, and dissemination of aeronautical data. 	<ul style="list-style-type: none"> a) Develop MOUs/SLAs specifying the aeronautical data quality requirements. b) Develop a robust regulatory framework on data requirements. c) Provide aeronautical information/data processing and dissemination systems that have an acceptable level of quality assurance. d) Protect data from unauthorized access and use.
16.	Suppliers/contractors/service providers	<ul style="list-style-type: none"> Provide goods and services. 	<ul style="list-style-type: none"> Fairness and transparency in the procurement process. Honor the contract terms 	<ul style="list-style-type: none"> Observe business ethics. Adhere to contract terms. 	<ul style="list-style-type: none"> a) Carry out all procurement processes in compliance with the Public Procurement Act. b) Ensure Fairness, transparency and accountability is upheld. c) Deliver quality products on time and at cost
17.	Financial institutions	<ul style="list-style-type: none"> Provide financial services 	<ul style="list-style-type: none"> Honor financial obligations. 	<ul style="list-style-type: none"> Observe business ethics and fair pricing. Fair competition. 	<ul style="list-style-type: none"> a) Compliance with relevant statutory obligations. b) Ensure Fairness, transparency, and accountability.

No	Stakeholder	Role	Expectation of the Stakeholder from KCAA	KCAA Expectation	Ways to manage expectation
18.	Students, foreign participants, hospitality clients	<ul style="list-style-type: none"> Participate in training programmes. 	<ul style="list-style-type: none"> Provide quality training and conducive learning environment. Counselling and career guidance. Appropriate accommodation and catering services. Functional training equipment and facilities. 	<ul style="list-style-type: none"> Adhere to the training programmes outline. Actively attend and participate in classes. 	<ul style="list-style-type: none"> a) Develop and implement appropriate policies and procedures and maintain accreditations of the school. b) Develop and implement mechanisms for effective course delivery. c) Engage competent service providers. d) Modernize training equipment and facilities. e) Put in place an effective security management system. f) Adopt user friendly and modern payment methods

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

The chapter outlines the strategic issues, strategic goals, and Key Results Areas (KRAS) that the Authority will focus on during the plan period in order to achieve the desired objectives. The issues, goals, and KRAs were arrived at by undertaking an internal and external evaluation using the SWOT, PESTEL, and stakeholder analysis tools. In addition, a detailed review of the implementation of the 2018 - 2022 strategic plan and evaluation of the lessons learnt provided ideas to identify the strategic issues and develop the strategic goals and KRAs.

4.1 Strategic Issues

Strategic issues are problems or opportunities emanating from the situational analysis and stakeholder consultations that the Authority has to manage so as to be able to achieve the vision and mission. The strategic issues identified are;

- a) **Inadequate policy, legal and regulatory framework** – There are regular changes in ICAO SARPs related to global civil aviation system, which the Authority needs to incorporate and domesticate into national laws to ensure compliance by the industry. There are also regular changes in national legislations and policies which affects operations of the Authority.
- b) **Inadequate equipment, infrastructure, and airspace management** – Due to technological advancement and the dynamic nature of global aviation industry, equipment and systems become outdated or obsolete. This impacts on equipment and systems availability which require replacement/upgrade for enhanced service delivery.
- c) **Inadequate capacity to offer quality aviation training** – There is need to develop mechanisms that support curriculum development, training delivery, quality management, industry collaborations and partnerships, student welfare programs that will improve provision of quality aviation training.
- d) **Low brand visibility** – There is low awareness of KCAA brand hence need to strengthen relationship with key stakeholders and community engagement to grow brand awareness and visibility.
- e) **Inadequate institutional capacity** – The Authority is affected by various issues such as HR systems and practices, procurement processes, systems and equipment, and governance challenges. The Plan has identified areas in HR, Financial management, Supply chain processes, RSTI, Knowledge management, Risk management, Governance and Project management that will require strengthening.

4.2 Strategic Goals

Strategic goals are qualitative statements on what the Authority aspires to achieve in the long term. Each goal is linked to a strategic issue. The strategic goals for the Authority during the plan period are;

- a) Effective civil aviation policy, legal and regulatory framework.
- b) Improved state of equipment, infrastructure, and efficient airspace management.
- c) Enhanced quality of aviation training.
- d) Improved corporate image and reputation.
- e) Strengthened institutional capacity.

4.3 Key Result Areas

Key Results Areas are the broad areas in which the Authority is expected to deliver results and are linked to the strategic issues and goals. This Strategic Plan will focus on five critical areas for KCAA to realize its aspirations as presented in Table 9.

Table 9: Strategic Issues, goals and KRAs

S/No.	Strategic Issue	Goal	Key Result Areas (KRAs)
1.	Inadequate policy, legal and regulatory framework	Effective civil aviation policy, legal and regulatory framework.	KRA 1: A Vibrant Policy, Legal and Regulatory Environment
2.	Inadequate equipment, infrastructure, and airspace management	Improved state of equipment, infrastructure, and efficient airspace management.	KRA 2: Airspace, Equipment, and Infrastructure Development
3.	Skills gap in the aviation industry	Improved quality of aviation training.	KRA 3: Aviation training
4.	Low brand visibility	Improved corporate image and reputation.	KRA 4: Corporate Image and Reputation
5.	Inadequate institutional capacity	Strengthened institutional capacity.	KRA 5: Institutional capacity development

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

The chapter presents the strategic objectives identified and strategies to be implemented to yield results and outcomes that will enable the realization of the Authority's vision and mission. The strategic objectives demonstrate a linkage between the strategic issues, the strategic goals and the KRAs and the ways they generate measurable outcomes during the Plan implementation period.

5.1 Strategic Objectives

Strategic objectives are the commitments the Authority sets to accomplish in order to realize the strategic goals. In identifying and setting the objectives, KCAA adopted the Sustainable Balance Scorecard approach. This approach helped identify strategic objectives that will yield the results expected to realize the vision of the Authority. The approach uses the following perspectives: Financial performance, Customer focus, Internal business processes; Learning and Growth (Organizational capacity); Social justice, and Environmental performance. Table 10 presents the KRAs and the Strategic objectives that Authority intends to pursue during the plan period.

Table 10: Key Result Areas and Strategic Objectives

KRA	Strategic Objective
KRA 1: A Vibrant Policy, Legal and Regulatory Environment	SO 1.1: Establish and implement mechanisms for an efficient, sustainable and competitive air transport industry
	SO 1.2: Review and implement an effective legal and regulatory framework
	SO 1.3: Establish and implement an effective aviation safety oversight system
	SO 1.4: Establish and implement an effective aviation security oversight system.
	SO 1.5: Influence international decisions on aviation
	SO 1.6: Establish and implement mechanisms for environmental conservation and protection
KRA 2: Airspace Equipment, and Infrastructure Development	SO 2.1: Modernize systems and equipment
	SO 2.2: Develop and maintain buildings, facilities, and Infrastructure
	SO 2.3: Maintain airspace safety
	SO 2.4: Optimise airspace operational capacity
KRA 3: Aviation Training	SO 3.1: Enhance the quality of aviation training
	SO 3.2: Improve Student Welfare
	SO 4.1: Enhance brand resonance, visibility, and corporate image

KRA	Strategic Objective
KRA 4: Corporate Image and Reputation	SO 4.2: Enhance customer experience and quality management
	SO 4.3: Protect Aviation consumers rights
KRA 5: Institutional Capacity Development	SO 5.1: Attract and retain skilled, competent, and high performing workforce
	SO 5.2: Digitalize systems and processes
	SO 5.3: Promote prudent financial management
	SO 5.4: Strengthen the supply chain system
	SO 5.5: Mainstream Research, Science, Technology, and Innovation & Knowledge Management in service delivery
	SO 5.6: Strengthen the risk management framework
	SO 5.7: Enhance assurance and advisory services offered by the internal audit function
	SO 5.8: Enhance good governance and compliance practices
	SO 5.9: Improve efficiency and effectiveness in Project Management

5.2 Strategic Choices

Strategic choices are a set of carefully considered and chosen strategies aimed at achieving the strategic objectives. The choice of strategies was made after evaluation of all options available and making selections that generate maximum value and considering the associated risks and assumptions. A summary of the KRAs, the relevant strategic objectives and the strategies is presented in table 11.

Table 11: Strategy Matrix

	Strategic Objective	Strategies
	KRA 1: A Vibrant Policy, Legal and Regulatory Environment	
SO 1.1	Establish mechanisms for efficient air transport industry	a) Support the development and implementation of air transport Policies and Plans. b) Undertake licensing, and approval/authorization obligations. c) Develop and implement Air Operators surveillance programme/ plan. d) Monitor facilitation of air transport operations. e) Support the Negotiations of Air Services Agreements.
SO 1.2	Develop, review, and implement an effective legal and regulatory framework	a) Review the Civil Aviation Act. b) Develop and review Civil Aviation Regulations. c) Develop, review, and implement technical guidance materials.
SO 1.3	Establish and implement an effective aviation safety oversight system	a) Implement and maintain the State Safety Programme and Plan b) Enhance the level of compliance with ICAO and other international aviation safety requirements. c) Enhance the state civil aviation safety oversight function.

	Strategic Objective	Strategies
		<ul style="list-style-type: none"> d) Undertake initial and continuous licensing, certifications, authorizations, and approval obligations. e) Enhance implementation of surveillance and quality control obligations. f) Enhance the resolution of safety issues and concerns.
SO 1.4	Establish and implement an effective aviation security oversight system.	<ul style="list-style-type: none"> a) Implement and maintain the National Civil Aviation Security Programme (NCASP). b) Enhance the level of compliance with ICAO and other international aviation security requirements. c) Enhance the state civil aviation security oversight function. d) Undertake initial and continuous licensing, certifications, authorizations, and approval obligations. e) Enhance implementation of surveillance and quality control obligations. f) Enhance the resolution of security issues and concerns.
SO 1.5	Influence international decisions on aviation	<ul style="list-style-type: none"> a) Increase the level of contribution by Kenya to global aviation development. b) Collaborate with other states to enhance aviation safety and Security. c) Collaborate with ICAO to develop Kenya's Aviation Industry d) Strengthen and maintain the Kenya's presence at ICAO HQs and other international bodies
SO 1.6	Establish and implement mechanisms for environmental conservation and protection	<ul style="list-style-type: none"> a) Enhance compliance with international obligations on environmental protection in the aviation sector. b) Implement the Kenya State Action Plan on environment protection in the Aviation sector. c) Develop and implement internal policies and action plans on Environment and Climate Change.
KRA 2: Airspace, Technology, Equipment, and Infrastructure Development		
SO 2.1	Modernize systems and equipment	<ul style="list-style-type: none"> a) Review and implement a modernization plan for systems and equipment. b) Review and implement a maintenance plan for systems and equipment.
SO 2.2	Develop and maintain buildings, facilities, and Infrastructure	<ul style="list-style-type: none"> a) Improve land management and utilization. b) Develop and implement a master plan for buildings, facilities and infrastructure improvement including maintenance.
SO 2.3	Maintain airspace safety	<ul style="list-style-type: none"> a) Provide quality aeronautical information products. b) Implement standards and operating procedures. c) Implement effective safety management systems. d) Manage Search and Rescue Operations efficiently. e) Implement ATM Security Programme
SO 2.4	Optimise airspace operational capacity	<ul style="list-style-type: none"> a) Implement Operational Performance Management System (OPMS) b) Undertake systematic and regular reviews of airspace and air route's structure. c) Improve coordination, planning and implementation of ANS Plans
KRA 3: Aviation Training		

	Strategic Objective	Strategies
SO 3.1	Enhance the quality of aviation training	<ul style="list-style-type: none"> a) Enhance the existing mechanisms for course development and review. b) Ensure a robust quality management framework. c) Enhance capacity for training delivery. d) Enhance partnerships and collaborations for aviation training
SO 3.2	Improve student welfare	<ul style="list-style-type: none"> a) Enhance and maintain co-curricular programs and activities. b) Develop a mechanism for psycho-social support. c) Develop a framework for Provision of students' accommodation and catering
KRA 4: Corporate Image and Reputation		
SO 4.1	Enhance brand resonance, visibility, and corporate image	<ul style="list-style-type: none"> a) Enhance brand resonance and visibility. b) Institutionalize Corporate Social Responsibility c) Nurture and enhance strategic partnerships and collaborations. d) Lobby for hosting of international events
SO 4.2	Enhance customer experience and quality management	<ul style="list-style-type: none"> a) Develop and implement customer quality standards.
SO 4.3	Protect Aviation consumers rights	<ul style="list-style-type: none"> a) Enhance the rights and interests of aviation consumers
KRA 5: Institutional Capacity Development		
SO 5.1	Attract and retain skilled, competent, and high performing workforce.	<ul style="list-style-type: none"> a) Attract skilled, competent, and motivated workforce. b) Manage staff performance for improved productivity. c) Review, enhance and inculcate a positive work culture. d) Review and implement an effective staff capacity development programme. e) Develop and implement mechanisms for integration and coordination of aviation training. f) Enhance a conducive and enabling work environment
SO 5.2	Digitalize systems and processes	<ul style="list-style-type: none"> a) Review and implement ICT Policy and Strategy b) Automate, integrate, and upgrade key business processes. c) Upgrade and modernize ICT equipment and infrastructure
SO 5.3	Promote prudent financial management	<ul style="list-style-type: none"> a) Enhance and diversify revenue sources. b) Increase efficiency in expenditure management, budget utilization and finance operations. c) Optimize returns on assets
SO 5.4	Strengthen the supply chain system	<ul style="list-style-type: none"> a) Implement procurement processes in compliance with requirements. b) Enhance inventory/stores management and disposal of assets. c) Establish mechanisms to enhance contract management processes
SO 5.5	Mainstream Research, Science, Technology, Innovation & Knowledge Management in service delivery	<ul style="list-style-type: none"> a) Develop and implement a framework to promote and support Research, Science, Technology, Innovation (RSTI). b) Harness organizational knowledge for business sustainability.
SO 5.6	Strengthen the risk management framework.	<ul style="list-style-type: none"> a) Review and implement an effective Risk Management Framework b) Review and implement an Authority-wide Business Continuity and Disaster Preparedness (BC&DP) Plan

	Strategic Objective	Strategies
SO 5.7	Enhance assurance and advisory services offered by internal audit function	<ul style="list-style-type: none"> a) Enhance governance over the internal audit function in line with legislative/government requirements and best practices. b) Enhance IAD capacity to contribute towards protection of the Authority's value through provision of effective assurance and advisory services. c) Review and implement effective and efficient Internal Audit processes that incorporate emerging technologies.
SO 5.8	Enhance good governance and compliance practices	<ul style="list-style-type: none"> a) Implement relevant governance laws, regulations, policies, and circulars. b) Enhance capacity building on corporate governance at Board and Management level. c) Ensure effective communication between Management and Board. d) Review and implement emerging technologies and tools to enhance governance and compliance processes. e) Review and implement Board and Board Committees Charters
SO 5.9	Improve efficiency and effectiveness in project management	<ul style="list-style-type: none"> a) Enhance project conception and planning. b) Ensure effective implementation, monitoring and evaluation of projects and programmes

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

The chapter presents implementation plan, the coordination framework, and the risk management framework. The implementation plan comprises of the action plan; annual workplan; budget and performance contracting. The coordination framework comprises of the institutional framework; staff establishment, skills set and competence development; leadership and systems and procedures. The risk management framework analyses the potential risks, their likelihood of occurrence, severity, and the possible mitigation measures.

6.1 Implementation Plan

The implementation plan provides a detailed description of how this Plan will be operationalised. The key components of the implementation plan include the Action Plan, Budgeting, and Performance Contracting. The three components are covered in detail below.

6.2 Coordination Framework

The Coordination Framework provides a description of how the Programs, Projects and Activities contained in the implementation matrix of the Strategic Plan will be coordinated in order to operationalize the Strategic Plan. The Coordination Framework will be based on the required Institutional Framework in terms of the Authority's Establishment; Staffing levels, skills set and competences; leadership; and systems and procedures in place.

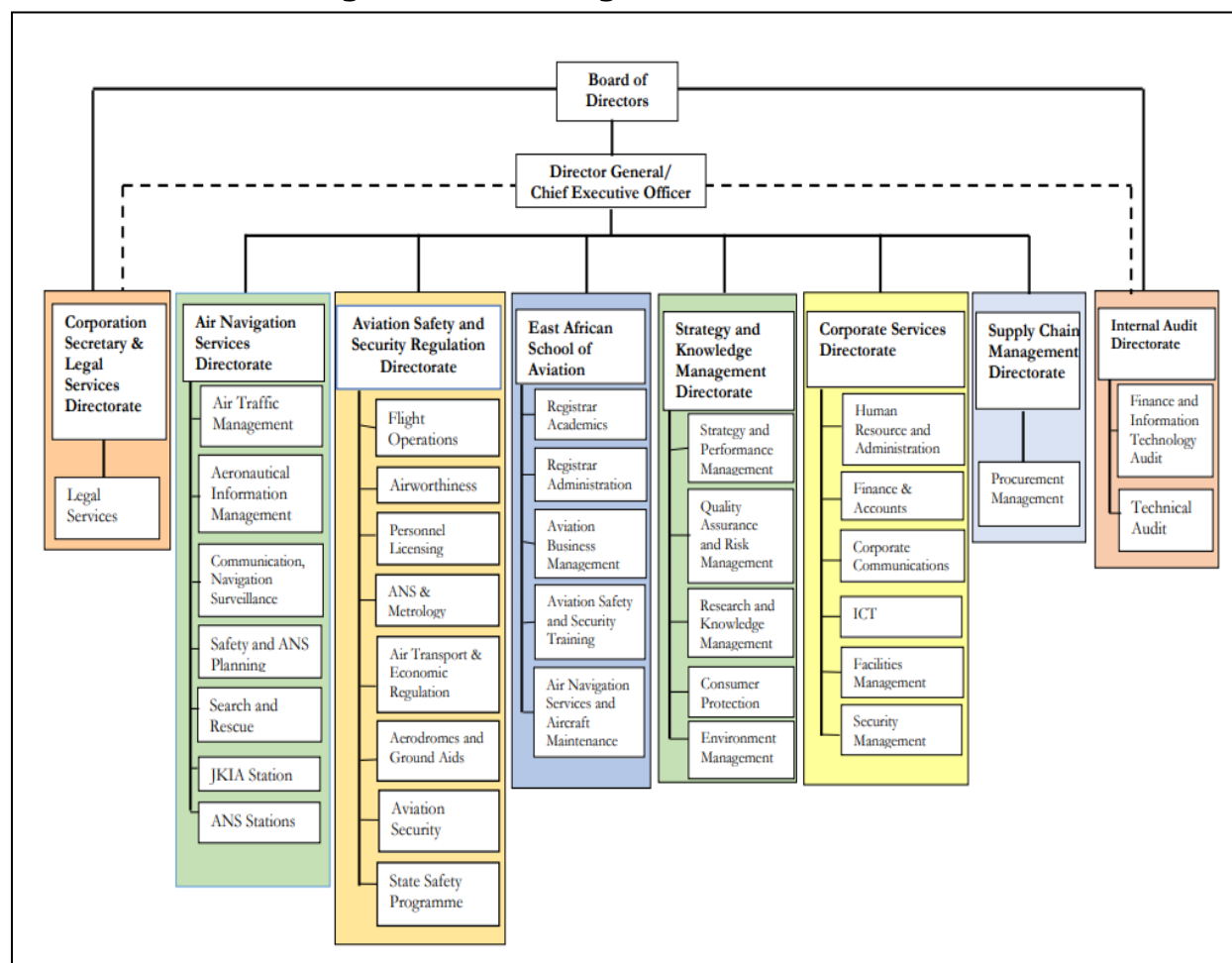
6.2.1 Institutional Framework

The Authority's organisational structure was approved in May 2022 and provides guidance on the official reporting relationships that govern workflow. It also provides clarity on responsibilities for functional areas and outcomes. The organisational structure comprises of eight directorates, namely, Aviation Safety and Security Regulation (ASSR), Air Navigation Services (ANS), East African School of Aviation (EASA), Strategy and Knowledge Management (SKM), Corporate Services, Corporation Secretary, Internal Audit and Procurement. The organisational structure was aligned with the emerging issues and needs of the Authority and is expected to effectively support the implementation of the Strategic Plan.

KCAA has appropriate technical policies and regulations for provision of regulatory services and other management policies on functional areas such as Finance, ICT, Research, Science Technology and Innovation and Knowledge Management among others. The Authority also has policies, procedures and rules that provide a framework

for effective management of human resource issues in the organisation. These policies are related to terms and conditions for management of staff, career progression, capacity development and discipline. The organisational structure is shown in figure 1.

Figure 1: KCAA Organization Structure



Source: KCAA, 2023.

6.2.2 Staff Establishment

Human resource is an important element in the Authority's delivery of services. During the implementation of this plan and beyond, KCAA will implement a robust selection, recruitment, and placement process to acquire qualified and highly motivated staff.

The Organizational Structure for the Authority was approved in May 2022 and a roadmap has been developed to implement the structure during the plan period. The structure has provided for an establishment of 1,107 positions compared to the previous one which had an establishment of 718 positions. It is expected that the recently approved structure will help attract, retain, and inspire staff to deliver targets for enhanced organizational

performance and service delivery to the stakeholders. Table 12 presents a summary of staff establishment within the Authority.

Table 12: Summary of KCAA Staff Establishment

Directorate	Approved	Optimal Staffing	In-post	Variance
Director General/CEO's Office				
Director General's/CEO's Office	5	5	4	1
Aviation Safety Security Regulations Directorate	167	167	108	59
Air Navigation Services Directorate	605	605	474	131
East African School of Aviation	132	132	71	61
Corporation Secretary and Legal Services Directorate	9	9	3	6
Internal Audit Directorate	18	18	7	11
Supply Chain Management Directorate	20	20	12	8
Strategy and Knowledge Management Directorate	27	27	7	20
Corporate Services Directorate	124	124	96	28
Grand Total	1,107	1,107	782	325

Source: HR Department, 2023

6.2.3 Skills Set and Competencies

The development of skills and competences is critical in ensuring that capacity exists to implement the Strategic Plan. The Skills set and competence development is presented in table 13.

Table 13: Skills set and Competence Development Matrix

Skills Set	Competence Development
<ol style="list-style-type: none"> Proficiency in English. Air traffic management Communication and interpersonal skills Management and leadership skills Safety management system (SMS) assessment techniques. Aircraft flying. Aerodrome management. Drones operation. Aircraft maintenance. Flight planning. Knowledge in designing flight procedures and validation. Cabin operations. Error Management skills. Examination administration. Critical Incident Stress Management (CISM). Safety case development. 	<ol style="list-style-type: none"> Recruitment Training. Coaching. Job rotation. Attachment. Sensitization. Mentoring. Bench marking on best practices and implementing the findings. Peer review. Attachment, secondments, and internships.

Skills Set	Competence Development
<ul style="list-style-type: none"> 17. Surveillance skills. 18. Audit technique. 19. Weather interpretation skills. 20. Investigative skills. 21. MAPGEN & DATAGEN skills. 22. Explosives Detections Dogs (EDD) certification. 23. Task and workload analysis. 24. Equipment and system maintenance. 25. Troubleshooting. 26. Big data analytics and artificial intelligence. 27. Computer/Data/digital literacy. 28. Network and System analysis, design, and development. 29. Cyber security and Systems audit. 30. ICT Hardware maintenance skills. 31. Operating systems and server administration. 32. Project planning and management. 33. Financial management. 34. Creativity and innovative. 35. Laundry machine operating. 36. Counselling skills. 37. Interpersonal Skills. 38. Emotional intelligence skills. 39. Instructional skills. 40. Course and curriculum Development skills. 41. Culinary skills. 42. Customer care skills. 43. Swimming skills. 44. First Aid skills. 45. Records management skills. 46. Audit and accounting skills. 47. Statistical data collection and analysis. 48. Analytical skills. 49. Strategic and innovative thinking. 50. Skills in drafting legal documents. 51. Procurement skills. 52. Inventory management. 53. Time management skills. 54. Problem solving and crisis management skills. 55. Contract drafting and management skills. 56. Strategic management skills. 57. Organizing skills. 58. Planning skills. 59. Monitoring and evaluation skills. 60. Public Policy development and formulation skills. 61. Presentation and Report writing skills. 62. Research skills. 63. Enforcement skills. 64. Negotiation and persuasive skills. 	

Skills Set	Competence Development
65. Social media management skills. 66. Public relations skills. 67. Psychological skills. 68. Marketing skills. 69. Event management skills.	

CHAPTER SEVEN: RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

7.0 Overview

This strategic plan sets forth the strategic priorities of the Authority and lays the foundation for formulating and operationalizing KCAA's annual budgets. This Chapter presents the costs of implementing the Strategic Plan and the projected revenues for financing the Plan activities, the resource gap and resource mobilization strategies. The funding gap will require the Authority to enhance revenue earnings or look for additional resources to close it.

7.1 Financial Requirements

KCAA requires **KES 60,941.75** million to effectively implement all the planned activities as elaborated in the implementation matrix. All the planned activities will be funded through a budget allocated under the respective Directorates and Departments.

7.2 Revenue Projections

KCAA revenues are projected to grow annually from KES 10,147.69 million realised in the FY 2022/23 to KES 12,662.67 million in the FY 2027/2028. The total revenues projected to be received during the Plan period are **KES 56,047.01**.

7.3 Resource Gaps

The total resource requirements for implementing the activities prioritised in the Strategic Plan is KES 60,941.75 million. The total projected revenues within the Plan period are KES 56,047.00. This presents a funding gap of KES 4,894.75. Table 14 shows the status of financial requirements versus the allocation and the funding gap (variance).

Table 14: Resource Gaps (Variance)

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (Ksh. Mn)	Variance
2023/24	9,473.22	9,473.22	0.00
2024/25	11,159.89	10,656.19	503.70
2025/26	13,469.73	11,309.00	2,160.73
2026/27	13,956.83	11,945.92	2,010.91
2027/28	12,882.08	12,662.67	219.41
Total	60,941.75	56,047.00	4,894.75

Source: Analysis of estimates from Implementation Matrix and MTEF Projections

CHAPTER EIGHT: MONITORING, EVALUATION, AND REPORTING FRAMEWORK

8.0 Overview

Monitoring, Evaluation, Learning and Reporting (MELR) is an integral part of the Strategic Plan implementation process. The purpose is to assess whether what was planned has been achieved or is on course and identify challenges arising and lessons learnt to inform decision making. It is expected that Board and Management will put in place a monitoring, evaluation, and reporting system to ensure that planned activities are implemented, and setbacks and variations are addressed as they arise.

8.1 Monitoring Framework

The M&E process shall be coordinated by the Corporate Planning Department. However, the overall responsibility of overseeing and managing the monitoring and evaluation of the Strategic Plan lies with the Board and Management. The Department of Corporate Planning shall advise Management to ensure that strategies are being implemented, performance is being measured, progress reports are made, and discussed, and corrective action is taken where necessary. Respective Directorates and Departments shall be accountable for the completion of stated activities in the Strategic Plan. Where necessary, the Corporate Planning Department will help build and develop employees' capacities to undertake M&E activities in their respective Departments.

8.2 Evaluation Framework

Evaluation of the Plan will be undertaken at Mid-term and End-term. The particular methodology to be used for data collection and analysis will be determined by the subject and purpose of the evaluation. Professionally adequate methods will be used to meet the objectives and answer the questions posed by the evaluation.

8.2.1 Outcome Performance Matrix

The outcome performance matrix presents the defined Outcomes against each Key Result Area, Outcome Indicators, Baselines and Targets. A summary of outcome performance indicators, KRAs and Outcomes is presented in table 15.

Table 15: Outcome performance Matrix

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Midterm Period	End-term Period
KRA 1: A Vibrant Policy, Legal and Regulatory Environment						

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Midterm Period	End-term Period
SO 1.1: Establish mechanisms for efficient air transport industry	A vibrant and sustainable air transport industry	% Contribution of Air Transport industry to the National GDP				
SO 1.2: Develop, review, and implement an effective legal and regulatory framework	An effective legal and regulatory framework	% Level of transitioning of regulations into the new format of Parts.				
SO 1.3: Establish and implement an effective aviation safety oversight system	Enhanced compliance with ICAO safety requirements (USOAP-CMA)	% Level of effective implementation of ICAO safety requirements (USOAP-CMA)				
SO 1.4: Establish and implement an effective aviation security oversight system.	Enhanced compliance with ICAO security requirements (USAP-CMA)	% Level of effective implementation of ICAO security requirements (USAP-CMA)				
SO 1.5: Influence international decisions on aviation	Enhanced Kenya’s representation and influence at regional and global levels	Amount of Kenya’s yearly Contributions to ICAO				
		No. of MoUs/Agreements with ICAO.				
SO 1.6: Establish and implement mechanisms for environmental conservation and protection.	Compliance with environmental protection requirements	% Level of compliance with ICAO requirements on environmental protection				
		% Level of compliance with government requirements on environmental conservation and protection.				
KRA 2: Airspace, Equipment, and Infrastructure Development						
SO 2.1: Modernize systems and equipment	Functional systems and equipment.	% availability of ANS equipment and systems				
		% availability of training equipment and systems				

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Midterm Period	End-term Period
SO 2.2: Develop and maintain buildings, facilities, and Infrastructure	Sufficient infrastructure	% level of implementation of the maintenance plan				
SO 2.3: Maintain airspace safety	Improved airspace safety	ATC related incidents (Number)				
SO 2.4: Optimise airspace operational capacity	Enhanced utilization of airspace capacity	% level of Operational Performance Management implementation				
KRA 3: Aviation Training						
SO 3.1: Enhance the quality of aviation training	Increased enrolment	% growth in student enrolment				
	Increased absorbability of graduates (tracer study)	Absorbability rate (%)				
SO 3.2: Improve Student Welfare	Satisfied students	Satisfaction index				
KRA 4: Corporate Image and Reputation						
SO 4.1: Enhance brand resonance, visibility, and corporate image	Improved brand visibility	Level of positive mentions under media surveillance and trend monitoring				
SO 4.2: Enhance customer experience and quality management	Satisfied customers	Customer satisfaction index				
	Improved efficiency and effectiveness	% level of implementation of non-conformities with QMS requirements				
SO 4.3: Protect Aviation consumers rights	Consumer protection	% of customer complaints processed				
KRA 5: Institutional Capacity Development						
SO 5.1: Attract and retain skilled, competent, and motivated workforce	Enhanced productivity	Voluntary employee turn-over rate				
		Critical skills turn-over rate				
		Results Based Performance score (%)				
		Employee satisfaction index				
		Work environment index (%)				

Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Midterm Period	End-term Period
SO 5.2: Digitalize systems and processes	Enhanced operational efficiency	% of business processes automated/digitalized				
SO 5.1: Promote prudent financial management	Enhanced financial sustainability	Budget utilization (%)				
		% growth in revenues				
SO 5.4: Strengthen the supply chain system	Efficient supply chain system	% Level of implementation of the procurement plan				
SO 5.5: Mainstream Research, Science, Technology, and Innovation & Knowledge Management in service delivery	Level of implementation of IRD Workplan	NACOSTI Score (%)				
SO 5.6: Strengthen the risk management framework	Risk Intelligent entity	Risk maturity level (%)				
SO 5.7: Enhance assurance and advisory services offered by the internal audit function	Compliance with requirements	% level of compliance				
SO 5.8: Enhance good governance and compliance practices	Effective stewardship	% Level of conformance (SCAC Evaluation)				
		% Level of compliance (Governance audit Score)				
SO 5.9: Improve efficiency and effectiveness in project management	Improved project management	Project completion rate				

APPENDICES

Appendix 1: Implementation Matrix

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Key Results Area 1: A Vibrant Policy, Legal and Regulatory Environment																	
SO 1.1: Establish mechanisms for an efficient, sustainable, and competitive air transport industry																	
Support the development and implementation of air transport Policies and Plans	Provide technical expertise in the development of the Integrated National Transport Policy (INTP)																
	Provide technical expertise in the development of the National Aviation Policy (NAP)																
	Develop and implement the Civil Aviation Master Plan																
	Stakeholder sensitization and awareness on the Civil Aviation Master Plan																
Develop and implement Air Operators surveillance programme/ plan	Carry out surveillance inspection of Air Operators																
Implement licensing, approval authorizations obligations	Undertake licensing, approval and authorizations obligations																
Monitor facilitation of air transport at Airports	Conduct stakeholder sensitization meetings on facilitation of air transport																
	Provide information to the National Air Transport Facilitation Committee on the status of facilitation of air transport at Airports																
	Carry out continuous surveillance and inspection on facilitation of air transport operations at Airports																
	Provide air transport statistics																
Support the Negotiations for Air Services Agreements	Participate in the negotiations of Air Services Agreements with the																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	respective States during ICAN or BASA Meetings																
SO 1.2 Enhance and implement an effective legal and regulatory framework																	
Review the Civil Aviation Act	Review of the Civil Aviation Act																
	Stakeholder sensitization and awareness on the Civil Aviation Act																
Develop and review civil aviation regulations	Develop and review Civil Aviation Regulations																
	Review existing Civil Aviation regulations																
	Development of Civil Aviation Regulations in parts																
	Conduct an Audit of the regulations and related documents																
Develop, review, and implement Technical Guidance Materials	Develop, review and implement TGMs on safety																
	Develop, review and implement TGMs on security																
	Develop, review and implement TGMs on Air Transport																
	Develop, review and implement TGMs on consumer protection																
SO 1.3: Establish and implement an effective aviation safety oversight system																	
Implement and maintain the State Safety Programme and Plans	Review and implement the Aviation State Safety Programme																
	Develop and implement the National Aviation Safety Plan																
Enhance the level of compliance with ICAO and other international aviation safety requirements	Undertake the implementation of the ICAO USOAP corrective action plans																
	Regularly update the SAAQ, Compliance Checklists including the electronic filing of differences and undertake a self-assessment of all the audit areas.																
	Facilitate full ICAO USOAP ICVM/ ROST audit in all the audit areas.																
Undertake capacity enhancements in the ASSR Directorate	Review ASSR Methodology for determination of staffing needs																
	Implement approved ASSR staffing capacity																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Undertake initial and continuous licensing, certifications, authorizations, and approval obligations	Implement the Initial and continuous certifications and approvals																
	Maintain departmental repositories on certification activities																
	Develop policy on designation of inspectors																
	Implement policy on designation of inspectors																
	Conduct aviation regulatory personnel examinations																
Enhance implementation of surveillance and quality control obligations	Develop surveillance plans																
	Implement the surveillance plans																
	Develop, review and implement quality control activities schedules in the civil aviation system																
Enhance the resolution of safety issues	Develop a tracking system for monitoring of the resolution of identified safety issues																
	Review and implement a mechanism for the resolution of safety issues																
SO 1.4: Establish and implement an effective aviation security oversight system.																	
Review and implement the National Civil Aviation Security Programme (NCASP)	Review the National Civil Aviation Security Programme																
	Implement the National Civil Aviation Security Programme																
Enhance the level of compliance with ICAO and other international aviation security requirements	Undertake the implementation of the ICAO USAP corrective action plan																
	Facilitate ICAO USAP CMA audit in all the audit areas.																
Undertake capacity enhancements in the ASSR Directorate (AVSEC)	Review AVSEC Methodology for determination of staffing needs																
	Implement approved AVSEC staff																
Undertake initial and continuous licensing, certifications,	Implement the Initial and continuous certifications and approvals																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
authorizations, and approval obligations	Maintain repositories on certification and approval activities																
	Develop policy on designation of inspectors																
	Implement policy on designation of inspectors																
	Develop and implement the online examination system																
Enhance implementation of surveillance and quality control obligations	Develop a Quality Control Schedule / Surveillance Plan																
	Implement the Quality Control Schedule / Surveillance Plan																
	Develop and implement upstream validation and One-Stop Security (OSS) arrangements																
Enhance the resolution of security issues and concerns	Develop, review and implement a tracking system for monitoring of the resolution of identified security issues and concerns																
	Review and implement a mechanism for the resolution of security issues and concerns																
SO 1.5: Influence International decisions on aviation																	
Increase the level of contribution by Kenya to global aviation development	Prompt payment of Kenya's yearly Assessed Contributions																
	Make Kenya's Voluntary Contributions to ICAO for AFI SECFAL																
	Provide suitable accommodation to the ICAO Eastern and Southern African Region office (ESAF).																
	Lobby for ratification of Protocol Relating to the Amendment to the Convention on International Civil Aviation (Article50(a) and56																
Collaborate with other states to enhance aviation safety and Security	Maintain Cordial relations with Diplomatic Bodies of ICAO, State delegations and Aviation organizations represented at ICAO through bilateral and multilateral talks/meetings																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Collaborate with ICAO to develop Kenya's Aviation Industry	Develop and implement Policy guidance on Kenya's participation in ICAO Technical Panels, Committees, working groups, study groups meetings and such other related technical forums at ICAO and Regional Aviation Organizations.																
	Coordinate and present Kenya's position on issues requiring intervention in ICAO Meetings																
Strengthen and maintain the Kenya's presence at ICAO HQs and other international bodies	Develop and implement policies and operating procedures for Kenya ICAO office																
	Enhance the capacity of the ICAO Office to deliver services																
SO 1.6: Establish and implement mechanisms for environmental conservation and protection.																	
Enhance compliance with international obligations on environmental protection in the aviation sector.	Implement international obligations, policies, and declarations on environmental protection in the aviation sector.																
	Complete the ICAO Compliance Checklist and Electronic Filling of Differenced (CC/EFOD) on all Annexes relating to environmental protection																
Implement the Kenya State Action Plan on environmental protection for the aviation sector	Implement relevant Government requirements and measures to respond to Climate Change																
	Organizing semi-annual stakeholder workshops /seminars//training on environmental protection (aviation)																
	Manage a registry for monitoring carbon emissions																
	Implement the sustainable aviation Fuel (SAF) study recommendation																
Develop and implement internal policies and action plans on environment and Climate Change	Develop policy and procedure on Environment and climate change																
	Conduct capacity building in environmental protection in aviation																
Key Results Area 2: Airspace, equipment, and infrastructure development																	

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Objective 2.1: Modernize systems and equipment																	
Review and implement a modernization plan for systems and equipment	Conduct annual studies on the available equipment inventory and prepare a report.																
	Acquire simulator for flight procedure validation																
	Extend AIM System to integrate new functionalities enabled by the SWIM environment																
	Procure and operationalize systems for the disaster recovery centre and ACC																
	Upgrade Communication equipment (VHF, VCCS, REC/REP)																
	Implement SWIM infrastructure																
	Replace and install PSR, SMR																
	Replace and install DVOR/DME (Mombasa, Eldoret, Kisumu, Lodwar, Mandera, Stoni Athi, Ngong, Wajir)																
	Implement SSR Upgrade																
	Integrate SMR and MLAT																
	Acquisition of solar power supply system for stations (Eldoret, Wajir, Lodwar, Wajir, Poror, Jomo Kenyatta, ANS Complex, Mandera, Kisumu, Diani, Lokichoggio)																
	Procure and install Digital Aerodrome Traffic Information System (D-ATIS) for JKIA, MIA, ELD, KSM and MLD																
	Equipping of control Towers (Kisumu, Wajir, Lodwar, & Diani)																
	Automation of ANS Processes																
	Procure and install VDF equipment for ANS stations																
	Establish and equip Engineering training Labs																
	Acquisition of Communication Navigation and Surveillance (CNS) Training equipment																
	Acquisition of Air Traffic Management Training Simulators																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Procure and operationalize Aeronautical Information Management (AIM) Training Simulators																
	Aviation Security Training equipment and software																
	Establishment and Maintenance of Labs and equipment for training in Aviation Business																
	Upgrade of EASA ICT infrastructure and systems																
	Rehabilitate and Maintain sports facilities																
	Upgrade the Mechanical Workshop to have Modern Machining and tools																
	Engagement with stakeholders on equipment and systems																
Review and implement a maintenance plan for equipment and systems	Review routine maintenance schedule and implement																
	Conduct preventive maintenance for Radars																
	Conduct preventive maintenance for ANS equipment																
	Refurbish equipment shelters & rooms																
	Refurbish/ replace of power supply and air conditioning units																
	Maintenance of solar power supply system for stations (Eldoret, Wajir, Lodwar, Wajir, Poror, Jomo Kenyatta, ANS Complex, Mandera, Kisumu, Diani, Lokichoggio, Poror)																
	Prepare and implement flight calibration schedule																
Strategic Objective 2.2: Develop and maintain buildings, facilities, and Infrastructure																	
Improve land Management and utilization	Develop a land use policy and plan																
	Undertake survey and register KCAA land																
	Resolve land cases																
	Seeking direct allocation to KCAA of land held within KAA																
	Develop EASA Land use Masterplan																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Develop and Implement a Master plan for buildings, facilities and infrastructure improvement including maintenance	Develop a master plan for buildings and facilities																
	Develop and implement a maintenance plan for buildings, facilities, and infrastructure																
	Construction of KCAA Headquarter Annex Building																
	Construction of control Towers (Kisumu, Wajir, Lodwar, & Diani)																
	Construct staff houses (Mua Hills, Lokichogio, Wajir, Lodwar)																
	Guard houses (Mua Hills, Lokichogio, Stony Athi, Kisumu, Mombasa, Malindi, Poror)																
	Undertake Consultancy for Development of Designs for construction of Academic Complex																
	Construct and equip a recreation Center at EASA																
	Conduct Feasibility Study and Designs for construction of a Training Complex for EASA Wilson Airport Campus																
	Construct EASA Workshop Complex to house training equipment																
	Construct classrooms at EASA																
	Rehabilitate Staff Houses																
	Water treatment and Reticulation System at EASA																
	Improve hospitality, equipment, facilities, and infrastructure at EASA																
Strategic Objective 2.3: Maintain airspace safety																	
Provide quality aeronautical information products	Regularly update/amend published aeronautical information																
	Publish AIC																
	Sign LOAs and renew LOUs																
	Implement the signed LOAs and LOUs																
	Conduct internal AIM QMS Audits																
	Collect and validate data																
	Implement and maintain competency assessment																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Hold sensitization seminars with aeronautical data providers and Air operators.																
Implement Standards and Operating Procedures (SOPs)	Track the status of existing and new findings.																
	Sensitize officers on the new regulations.																
	Undertake internal ATS audits																
	Undertake training, ATM proficiency & competency checks																
	Implement fatigue Risk Management System (FRMS)																
	Integrate RPAS into non-segregated airspace and create awareness																
Implement effective safety management systems	Implement Safety Policy within ANS																
	Implement Safety Risk Management Procedures																
	Implement Safety assurance activities																
	Carry out Safety promotion activities																
Manage Search and Rescue (SAR) operations efficiently	Build SAR capacity for continuous manning of RCC																
	Enhance Emergency beacons registrations																
	Undertake mapping of SAR assets, personnel, and Aircraft wreckages																
	Undertake a feasibility study on the establishment of Mission Control Centre (MCC)																
Implement ATM Security Programme	Implement ATM Security measures																
	Conduct ATM Security threat risk assessment																
Strategic Objective 2.4: Optimize Airspace Operational Capacity																	
Implement Operational Performance Management System (OPMS)	Collect, collate, and analyze data to monitor ANSP operational performance data																
	Conduct OPMS awareness																
	Automate the OPMS processes																
	Undertake OPMS Implementation capacity building																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Undertake systematic and regular reviews of airspace and air routes structures	Negotiate with the Military and other Stakeholders on Flexible Use of Airspace (FUAs)																
	Review of the Enroute/Terminal sectors and air routes																
	Review and Design Standard Arrival Routes (STARs) and Standard Instrument departures (SIDs)																
	Study and establish new Control Zones																
	Undertake an airspace choke points study to advise on design of airspace																
	Develop procedures for operationalizing AMAN, DMAN and ATFM																
	Undertake a study and adopt Free Routing Airspace (FRA) concept for Nairobi FIR																
Improve coordination, planning and implementation of ANS plans	Align Kenya air navigation plan with Regional and Global Air Navigation Plan																
	Maintain ICAO requirements on implementation of ASBU																
Key Results 3: Aviation Training																	
Strategic Objective 3.1: Enhance the quality of aviation training																	
Enhance the existing mechanisms for course development and review	Develop a policy for Course Development																
	Build capacity for Course Developers																
	Build capacity for validators																
	Assess industry training needs																
	Develop market driven training programs																
	Conduct Post-Training Evaluation for effectiveness and efficiency																
Ensure a robust quality management framework	Obtain and maintain certifications and accreditations																
	Conduct customer satisfaction survey and implement recommendations																
Enhance capacity for training delivery	Build instructional Capacity for trainers																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Review policy and procedures for engagement of resource persons																
	Develop policy and procedures for e-learning																
	Enhance and implement e-learning																
	Implement an examination databank system																
	Conduct a tracer study to determine absorbability rate of EASA graduates																
Enhance partnerships and collaborations for aviation training	Develop a policy and procedures on collaborations and partnerships																
	Establish and maintain collaborations and partnerships																
	Organize stakeholder forums																
Strategic Objective 3.2: Improve Student Welfare																	
Enhance and maintain co-curricular programs and activities	Engage resource persons for various activities																
	Participate in co-curricular events																
Develop a mechanism for psycho-social support	Develop a policy and procedures for students' welfare																
	Establish and operationalize a work study programme for bright needy students																
	Strengthen the EASA Students Association																
Key Results Area 4: Corporate Image and Reputation																	
Strategic Objective 4.1: Enhance brand resonance, visibility, and corporate image																	
Enhance brand resonance and visibility	Develop and implement a vibrant internal & external stakeholder engagement programme																
	Develop and implement holistic communication programme																
	Review and implement a robust marketing plan for EASA																
	Formulate international communication strategy																
	Undertake an aviation fair																
	Conduct a baseline study for brand visibility and awareness.																
	Brand KCAA facilities and installations																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Institutionalize Corporate Social Responsibility	Develop and implement annual Corporate Social Responsibility/ Investment plan																
	Establish a mechanism to support enrollment of girls in aviation technical training																
	Establish and implement a framework to support bright needy students																
Nurture and enhance strategic partnerships and collaborations	Develop and implement a civil aviation industry recognition and award scheme																
Lobby for hosting of international events	Undertake lobbying activities																
Strategic Objective 4.2: Enhance Customer Experience and Quality Management																	
Develop and implement customer quality standards	Establish quality customer service administration																
	Monitor customer feedback mechanisms																
Strategic Objective 4.3: Protect Aviation consumers rights																	
Enhance the awareness on the rights and interests of aviation consumers	Develop and implement consumer protection strategy																
	Provide access to information for consumers																
	Develop and implement awareness plan																
	Resolve consumer complains																
Key Results Area 5: Institutional capacity development																	
Strategic Objective 5.1: Attract and retain skilled, competent, and high performing workforce																	
Attract skilled, competent, and motivated workforce	Implement approved organizational structure																
	Implement revised career progression guidelines																
	Review and implement competitive remuneration and welfare programmes																
	Undertake Workload Analysis																
Manage staff performance for improved productivity	Review and implement an effective performance management framework																
	Implement Performance contracting																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Monitor implementation of the Strategic Plan																
	Implement a reward and recognition scheme																
Review, enhance and inculcate a positive work culture	Undertake culture audits																
	Develop and implement culture change programmes																
	Enhance internal organizational communication																
Review and implement an effective staff capacity development programme	Undertake staff skills audit																
	Develop and implement a staff training plan																
	Implement secondments, exchange programmes and industrial attachments																
	Review and undertake continuous implementation of the succession management framework																
	Conduct post training impact assessment																
Enhance a conducive and enabling work environment	Determine staff requirements for facilities, tools, and equipment																
	Equip staff with necessary working tools (motor vehicles, computers, laptops)																
	Implement psycho-social support activities																
	Implement staff welfare mainstreaming programmes (HIV/AIDS and prevention alcohol)																
	Implement staff empowerment programmes (gender, disability, road safety mainstreaming, national cohesion and values and corruption prevention)																
Strategic Objective 5.2: Digitalize systems and processes																	
Review and implement ICT Policy and Strategy	Review and Align ICT policy and strategy to National ICT Policy, plans and regulatory framework																
Automate, integrate and upgrade key business processes	Identify key business processes across the Directorates																
	Automate business processes																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Conduct continuous sensitizations (change management, new system)																
Upgrade and modernize ICT equipment and infrastructure	Study the available equipment inventory																
	Modernize ICT equipment and Infrastructure (Provision of ICT working tools and equipment.)																
Strategic Objective 5.3: Promote Prudent Financial Management																	
Enhance and diversify revenue sources	Lobby for review of legal framework for APSC																
	Implement an upgraded ARMS and integrate with the ERP system																
	Revise and implement Credit Control policy																
Increase efficiency in expenditure management, budget utilization and finance operations	Monitor and report on budget utilization																
	Review and implement KCAA Finance Policies and Procedures Manual																
Optimize returns on assets	Review and implement an effective cash flow management process																
	Negotiate for competitive returns on cash flow balances																
Strategic Objective 5.4: Strengthen the Supply Chain System																	
Implement procurement processes in compliance with requirements	Ensure timely Preparation and implementation of annual procurement plan																
	Engage Stakeholders including Youth, Women and PWDs to improve understanding of tender specifications for enhanced fairness and transparency.																
	Compliance with reporting of the Act																
	Review KCAA procurement and disposal policy and procedures																
Enhance inventory/stores management and disposal of assets	Implement an effective and efficient inventory management system.																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Develop and implement an effective annual assets disposal plan																
Establish mechanisms to enhance contract management processes	Implement an effective procurement contracts management process																
	Monitor and track contracts to ensure satisfactory completion																
	Minimize post-installation costs for equipment through enforcement of inclusion of SLAs for the entire life cycle during budgeting and procurement of equipment and systems.																
Strategic Objective 5.5: Mainstream Research, Science, Technology, Innovation & Knowledge Management in service delivery																	
Develop and implement a framework to promote and support RSTI	Finalize RSTI Policy																
	Review RSTI Strategy																
	Mobilize resources to support Research and dissemination of findings																
	Develop an Aviation Satellite Account (ASA) and update in subsequent years																
Harness organizational knowledge for business sustainability	Establish governance mechanisms to support KM																
	Re-engineer knowledge management processes for organizational efficiency																
	Establish appropriate technology and infrastructure to support KM																
	Cultivate a culture of knowledge sharing																
Strategic Objective 5.6: Strengthen the risk management framework.																	
Review and implement an effective Risk Management Framework	Undertake periodic review of the IRMF (Policy & Procedures, Risk Appetites Statements, Risk Registers) in line with legislative/government requirements and best practices.																
	implementation of an effective IRMF and quarterly reporting																
	Develop and implement a Risk Management capacity building program inclusive of an in-house standard course in liaison with EASA																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	for the Board, Management and Staff inclusive.																
	Review and implement an effective integrated risk management process that incorporates all related management systems																
	Implement Risk Maturity assessment CAPSt recommendations therein.																
Review and implement an Authority-wide Business Continuity and Disaster Preparedness (BC&DP) Plan	Review and implement the Authority's BC&DP Policy, procedures, and annual test plans in line with mandatory requirements and best practices.																
	Continuous Capacity building for Board, Management, and staff on BC&DP																
Strategic Objective 5.7: Enhance assurance and advisory services offered by internal audit function																	
Enhance governance of the internal audit function in line with legislative/government requirements and best practices	Periodic Review and implementation of the Internal Audit Charter, and Manual																
	Undertaking audits, formulation and submission of Quarterly Internal Reports to the Board.																
	Formulate and implement 3-year Internal Audit Strategic plan and Annual Risk -based Internal Audit plans.																
Enhance IAD capacity to contribute towards protection of the Authority's value through provision of effective assurance and advisory services.	Review and monitor the implementation of IAD Competency Framework (ICF) in line with IPPF requirements inclusive of the CIA course																
	Co-source for specialized skills & knowledge to enhance IAD capacity for assurance and advisory services																
	Review and implement an effective QAIP in compliance with the Standards																
Review and implement effective and efficient Internal Audit processes that	Implement effective Audit Management systems and analytics tools/ technologies																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
incorporate emerging technologies																	
Strategic Objective 5.8: Enhance good governance and compliance practices																	
Implement relevant governance laws, regulations, Policies, and circulars	Implement relevant laws, Government Policies, and circulars on Governance																
	Create and continuously update a database of all relevant Government Policies on governance (Mwongozo, Circulars, Notices)																
	Undertake biennial governance audit to review management and governance activities and interrogate compliance with various governance requirements set out in various statutes including the Constitution of Kenya, Civil Aviation Act, and Mwongozo Code of Governance for State Corporations																
	Undertake biennial legal audit to analyze compliance against the legal framework under which the Authority operates																
Enhance capacity building on corporate governance at Board and Management levels	Sensitize Board and Management on Governance issues																
	Sensitize the Board and Management on their role in ICT governance																
Ensure effective communication between Management and Board	Process timely and accurate information to the Board for its meetings.																
	Create a channel for continuous information supply to the Board on critical Aviation related issues																
	Hold annual Board and management interactions (team buildings /luncheons/ workshops)																
Review and implement Board and	Review and implement Board and Board Committees Charters																

Strategies	Activities	Expected Output	Output Indicators	Target for 5 years	Target by Year 2023/24 - 2027/28					Budget (KES Millions)					Responsibility		Total Budget in KES (mn)
					1	2	3	4	5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Board Committees Charters	Facilitate State Corporation Advisory Committee (SCAC) Evaluation																
Strategic Objective 5.9: Improve efficiency and effectiveness in Project Management																	
Enhance project conception and planning	Coordinate the preparation and approval of Project Concept Notes																
	Coordinate training of the Project Committee and Project Implementation Teams																
Ensure effective implementation, monitoring and evaluation of projects and programmes	Undertake regular M & E activities and disseminate reports																
	Automate project management system																

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efficiently managing air safety

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