SOUTH AFRICAN CIVIL AVIATION AUTHORITY

Keeping you safe in the sky

Annual Report 2024–2025

A New Identity

A Renewed commitment to aviation safety, security and sustainability

SACAA

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Keeping you safe in the sky

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PART A
GENERAL INFORMATION

GENERAL INFORMATION

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ISBN NUMBER:
978-1-77997- 900-1

ABBREVIATIONS AND ACRONYMS

AAD	African Aerospace and Defence Expo
AAM	Advanced Air Mobility
AATOSA	Association of Aviation Training Organisations of South Africa
ADO	Aircraft Design and Operation
AEP	Aviation Environmental Protection
AEP	Airport Emergency Plan
AFI Region	African-Indian Ocean Region
AFS	Annual Financial Statements
AGM	Annual General Meeting
AGSA	Attorney-General South Africa
AIID	Accidents and Incidents Investigations Division
AME	Aircraft Maintenance Engineer
AME	Aircraft Mechanical Engineering
AMO	Aircraft Maintenance Organisation
AMORG	Aviation Manufacturing Organisation
ANACIM	Agence International de l'Aviation Civilie et de la Meteorology
AOC	Air Operator Certificate
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ASI	Aviation Safety Infrastructure
ASO	Aviation Safety Operations
ASSO	Aviation Security Services Organisation
ASTI	Aviation Security Training Instructors
ATNS	Air Traffic and Navigational Services
ATO	Aviation Training Organisation
ATPL	Airline Transport Pilot Licence
ATSU	Air Traffic Service Unit
AU	African Union
AvMed	Aviation Medicine
AvSEC	Aviation Security
BA	Bachelor of Arts
BAFSA	Balloon and Airship Federation of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CA	Combined Assurance
CA Act	Civil Aviation Act
CAAF	Commission on Alternative Aviation Fuel
CAAZ	Civil Aviation Authority of Zimbabwe
CAC	Civil Aviation Commission
CAHRS	Confidential Aviation Hazard Reporting System
CAP	Corrective Action Plan
CAPSCA	Collaborative Arrangement for the Prevention and Management of Public Health Events in
Civil Aviation	Civil Aviation Regulations Committee
CARCom	Civil Aviation Regulations Committee
CASP	Civil Aviation Safety Plan
CATS	Civil Aviation Technical Standards
CC	Compliance Checklist
CCR	CORSIA Central Registry
CDE	Cabin Designated Examiner
CE	Critical Elements
CEO	Chief Executive Officer

ABBREVIATIONS AND ACRONYMS

CMA	Continuous Monitoring Approach
CRMP	Compliance Risk Management Plan
CNS	Communication, navigation and surveillance
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CPL	Commercial Pilot Licence
CSD	Central Supplier Database
CSIR	Council for Scientific and Industrial Research
CSR	Corporate Social Responsibility
CSSR	Centralised Safety and Security Reporting
CTIA	Cape Town International Airport
DAME	Designated Aviation Medical Examiner
DAR	Designated Airworthiness Representative
DCA	Director of Civil Aviation
DoA	Delegation of Authority
DoT	Department of Transport
EASA	European Union Aviation Safety Agency
EBS	Enterprise Business Systems
ECM	Enterprise Content Management
EDE	Engineer Designated Examiner
EI	Effective Implementation
EME	Exempted Micro Enterprise
ENAC	Ecole National de l'Aviation
ENE	Estimates of National Expenditure
ERDMS	Electronic Records and Document Management System
ERM	Environmental Resources Management
ESC	Essential Service Committee
EVP	Employee Value Proposition
EWRM	Enterprise-Wide Risk Management
ExCo	Executive Management Committee
FAQ	Frequently Answered Questions
FIU	Flight Inspection Unit
FOP	Foreign Operators Permit
FY	Financial Year
GA	General Aviation
GAARS	General Aviation Accident Reduction Seminars
GASS	General Aviation Safety Strategy
GDP	Gross Domestic Products
GEUSR	Group of Experts for USOAP CMA Structured Review
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
HRC	Human Resources Committee
ICAD	International Civil Aviation Day
ICAO	International Civil Aviation Organization
ICS	ICAO Compliance Section
ICT	Information and Communication Technology
ICVM	ICAO Coordinated Validation Mission
IESBA	International Ethics Standards Board for Accountants
ILF	Industry Liaison Forum
IT	Information Technology
LTAG	Long-Term Global Aspirational Goal
MATA	Mega Aero Training Authority (Pty) Ltd
MICT SETA	Media Information and Communication Technologies Sector Education and Training Authority

MOSP	Master Oversight and Surveillance Plan
MP	Member of Parliament
MSD	Minimum Service Determination
MTEF	Medium-Term Expenditure Framework
Multi IR	Multi-Engine Instrument Rating
N/A	Not Applicable
NAC	National Aviation Conference
NASC	National Aviation Security Committee
NASP	National Aviation Security Plan
NCLB	No Country Left Behind
NCSP	National Cargo Security Programme
NDP	National Development Plan
NGO	Non-Governmental Organisation
NPL	National Pilot Licence
NQF	National Qualifications Framework
NT	National Treasury
NTCA	Non-Type Certified Aircraft
NUMSA	National Union of Metalworkers of South Africa
OJT	On-The-Job-Training
OLF	On-line Framework
ORTIA	OR Tambo International Airport
PAIA	Promotion of Access to Information Act
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PPL	Private Pilot Licence
PPQ	Priority Protocol Questions
PQ	Protocol Questions
PRECCA	Prevention and Combating of Corrupt Activities Act
QCTO	Quality Council for Trades and Occupations
QSE	Qualifying Small Enterprise
RBO	Risk-Based Oversight
RPAS	Remotely Piloted Aircraft Systems
SAAF	South African Air Force
SACAA	South African Civil Aviation Authority
SADC	Southern African Development Community
SAHPA	South African Hang Gliding and Paragliding Association
SANBS	South African National Blood Service
SANDE	School of Applied Non-Destructive Examination
SAPS	South African Police Service
SARPs	Standards and Recommended Practices
SCM	Supply Chain Management
SMP	Stakeholder Management Plan
SMS	Safety Management System
SRO	Southern Regional Office
SSA	Safety Standards and Assurance
SSEC	Safety, Security and Environmental Committee
SSP	State Safety Plan
STI	Short Term Incentive/s
TCA	Type Certified Aircraft
TETA	Transport Education Training Authority
TGM	Technical Guidance Material
ToR	Terms of Reference
TR	Treasury Regulations
TSA	Transportation Security Administration
TVET	Technical and Vocational Education and Training
UAS	Unmanned Aircraft System

UASOC	Unmanned Aerial System Operator Certificate
UAT	User Acceptance Testing
UN	United Nations
USAP-CMA	Universal Security Audit Programme - Continuous Monitoring Approach
USOAP-CMA	Universal Safety Oversight Audit Programme - Continuous Monitoring Approach
WHO IHR	World Health Organization International Health Regulations
YDP	Youth Development Programme
ZCAA	Zambian Civil Aviation Authority

FOREWORD BY THE BOARD CHAIRPERSON

MR ERNEST KHOSA
Chairperson of the Board

I thank the Director of Civil Aviation, Ms Poppy Khoza, for her leadership at the helm of the SACAA as the Regulator continues to yield countless wins . Top amongst them being the zero fatal accident rate in the airline sector, top ratings in international safety and security audits and ensuring a steady Regulator marked by a number of accolades over the years. She was of course ably supported by an Executive Team and staff that demonstrates a team spirit that is unbreakable.

Introduction

As we draw the curtain on another impactful year at the SACAA, I am proud to present the 2024/25 Annual Report on behalf of the Board of Directors and Management. This marks the seventh Annual Report under my leadership since assuming the role of Chairperson on 1 December 2018 and my final report as the Board Chair.

This is also the concluding report for the SACAA's Five-Year Strategic Plan (2020/21 to 2024/25 financial years). As we launch the new Strategic Plan for 2025/26 to 2029/30, we are confident that the organisation is well-positioned to continue delivering on its mandate as set out in the CA Act.

Governance and Performance

The SACAA continues to be recognised for its exemplary governance standards. For this reporting period, the entity has once again received an unqualified audit outcome, continuing a record of good corporate governace which has distinguished the SACAA over the years.The audit attracted no findings in the financial statements, supply chain management processes or compliance areas. However, one material finding was raised concerning two performance information targets where percentages were misaligned between the target set during the planning phase and the number of activities in the project plan. Despite the misalignment of the measurements, the AGSA however found that management successfully implemented all the targets that were sampled during the audit.

We have incurred no irregular, fruitless, or wasteful expenditure over R500 000 per case and all valid supplier invoices were paid within 30 days in line with the PFMA requirements. Our commitment to ethics, transparency, and accountability remains unwavering, with continued implementation of internal Ethics and Anti-Fraud programmes.

Financial Prudence

During this reporting period, the SACAA maintained a prudent financial approach, implementing cost-containment measures to safeguard long-term sustainability. as recovery from the Covid-19 pandemic strengthen, the organisation remains thankful to the Departmnet for its valuable support to cushion the entity to cover any gaps created by the pandemic.

Aviation safety, security and environmental protection

To echo the sentiments of the Minister of Transport, Honourable. Barbara Creecy: "The safety and security of civil aviation is foundational to public trust. The confidence of passengers is tied to how safe they feel when they choose to fly."

This statement underlines government's commitment to maintaining high standards and reassures passengers that their well-being is a top priority.

As the SACAA Board, we fully support this statement. Aviation safety and security are foundational pillars of our work, and the SACAA remains resolute in maintaining South Africa's longstanding record of 0% fatalities in commercial airline operations—an achievement sustained for nearly four decades.

Over the years, environmental sustainability has become an integral part of the mandate of civil aviation regulators globally. This shift is also reflected in the SACAA's new logo, approved by the Board in 2019 and unveiled to the public soon after the organisation's relocation to its new headquarters in the first quarter of the 2025/26 financial year.

While civil aviation contributes to about 2 to 3% of global CO_2 emissions, environmental protection is equally part of our socio-economic responsibility. As a State, South Africa supports all measures aimed at reducing pollution and improving our shared environment, in alignment with global sustainability goals.

I commend the SACAA team, under the leadership of the Director of Civil Aviation Ms. Poppy Khoza, for prioritising this mandate with focus and diligence.

SACAA relocation and rebranding

In June 2025, the SACAA officially relocated its headquarters to the Byls Bridge Office Park in Centurion, following an extensive search for fit-for-purposes premises for the Regulator.

The SACAA Board approved this relocation in response to the organisation's sustained growth over the years—driven by increased regulatory responsibilities and expanding industry activity. The move symbolises not only physical growth, but the organisation's evolution into a more agile, technology-driven, and forward-thinking regulator. The new premises are purpose-built to support modern technology, foster innovation, and accommodate hybrid work arrangements— enabling a more efficient and collaborative environment for staff and stakeholders alike.

Coinciding with this move is the introduction of the SACAA's refreshed corporate identity. The new logo that was approved by the Board captures our evolution and future-forward focus. It symbolises our unwavering commitment to aviation safety and security, while also embracing our expanding responsibilities— particularly in environmental protection and sustainable aviation.

Rooted in stakeholder input and shaped by extensive benchmarking, this rebrand reflects who we are today and the future we are building: a progressive, responsive, and globally relevant aviation regulator. The logo is to be officially unveiled in the 2025/26 financial year.

New Era

This Annual Report also coincides with a transition in the SACAA Board, as I conclude my tenure as Chairperson after eight years of service. I step down alongside my esteemed colleagues — Ms Bulelwa Koyana, Ms Tshitshi Phewa, Mr Surendra Sooklal, Advocate Mpati Lebakeng and Mr Tshepo Peege — whose dedication and contribution have greatly strengthened the Authority.

Together, we have strived to strengthen oversight on the SACAA's governance, performance, strategic oversight, and national standing. As the Minister ushers in new Board Members, we are confident that they will bring fresh energy, steer the SACAA to new altitudes, and reinforce its commitment to maintaining the highest aviation standards.

During this reporting period, the organisation has implemented several key programmes, including the Civil Aviation Safety Plan, the Industry Cybersecurity Strategy, a Risk-Based Oversight Model, and the General Aviation Safety Strategy. These initiatives not only enhanced our safety and security oversight posture but also reaffirmed South Africa's commitment to setting high standards in global aviation.

Air passengers and businesses continue to benefit from this solid foundation. Encouragingly, the 2024/25 financial year saw a steady growth in air passenger numbers, a clear indicator the aviation sector is regaining its pre-COVID-19 pandemic momentum. During the 2024 festive season alone, over 3.7 million passengers travelled through South Africa's airports— an increase from 3.55 million the previous year. With continued economic recovery and rising passenger confidence, we anticipate even stronger performance in the years ahead.

Acknowledgments

For the very last time in this format, on behalf of the board, I take this opportunity to express my appreciation to the Transport Minister, Ms Barbara Creecy and the Deputy Minister Mr Mkhuleko Hlengwa, for their leadership and support during this period. I also acknowledge the invaluable collaboration of officials from the Department of Transport, whose efforts have contributed significantly to the SACAA's success.

I also wish to extend my deepest appreciation to the Parliamentary Portfolio Committee on Transport, our various governance structures, and industry stakeholders. Your unwavering support and commitment have been instrumental in strengthening the regulator and advancing our sector.

I thank the Director of Civil Aviation, Ms Poppy Khoza, for her leadership at the helm of the SACAA as the Regulator continues to yield countless wins . Top amongst them being the zero fatal accident rate in the airline sector, top ratings in international safety and security audits and ensuring a steady Regulator marked by a number of accolades over the years. She was of course ably supported by an Executive Team and staff that demonstrates a team spirit that is unbreakable.

Conclusion

To the SACAA Executives, Management and Staff – thank you. Your commitment and professionalism are the engine behind this world-class civil aviation regulator. Continue to live by our values: Service Excellence, Safety and Security, Teamwork, Integrity, Accountability and Collaboration.

It has been a privilege to be entrusted with this noble cause. So long!

It has been a privilege to serve.

Yours sincerely,

Mr. Ernest Khosa
Chairman: SACAA Board

OPERATIONAL OVERVIEW BY THE DIRECTOR OF CIVIL AVIATION

MS POPPY KHOZA
Director of Civil Aviation

It is my privilege to join the SACAA Board in presenting the Annual Report for the 2024/25 financial year, which outlines the organisation's strategic, operational and financial performance from 1 April 2024 until 31 March 2025.

Introduction

This report concludes the five-year strategic cycle initiated in the 2020/21 financial year and marks a transition to a new strategic plan that will guide the SACAA from 2025/26 through to 2029/30.

The 2024/25 financial year also marks my thirteenth year leading the Regulator in pursuit of our mission:

"Regulating civil aviation safety, security and environmental matters in support of the sustainable development of the aviation industry".

This overview provides a high-level reflection on the SACAA's performance against the Annual Performance Plan approved by the Minister of Transport, as well as the Performance Agreement between the Minister of Transport, the SACAA Board, and the Director of Civil Aviation.

Upholding the Principles of Governance

The SACAA is reporting a positive financial performance with no material findings raised by the AGSA in the financials, supply chain, contract management and compliance fields in the 2024/25 financial year audit. The AGSA raised a material finding relating to two targets where there was misalignment between the percentages set during the planning phase and the percentage of the activities in the project plan which was ultimately delivered during implementation. The AGSA however found that management successfully implemented all the targets that were sampled during the audit.

The AGSA, however, confirmed that the entity successfully delivered on all its targets which they sampled during the audit. The overall audit outcome therefore is an unqualified audit with a material finding. The SACAA therefore reports 13 unqualified audits with eleven of those being clean audits in the past thirteen years.

Financial Performance

The SACAA concluded the financial year with a total revenue of R975.5 million, reflecting a 5.3% increase from the previous year's R926.7 million. While this was marginally below the projected R984 million, primarily due to lower-than-anticipated passenger numbers, it remains a solid result in a dynamic operating environment.

Passenger Safety Charges (PSCs) increased by R40.2 million (7.1%) when compared to the previous financial year, supported by increased passenger volumes and fee adjustments implemented in October 2024. Similarly, User Fees grew by

R10.9 million or 7.2%. The fuel levy declined by R8.9 million (23.1%), largely due to a decrease in charter and cargo activity and a significant claim related to a historical over-declaration. The impact of this was partially mitigated by fee increases in August 2024.

Financial support from the Department of Transport (DoT) increased from R85.8 million to R87.4 million in the year under review. Interest revenue generated by reserve funds increased by R2.8 million from the last financial year but was R3.1 million below budget, owing to declining interest rates.

The DoT has committed a financial baseline allocation of R369.5 million over the Medium-Term Expenditure Framework (MTEF) period, which, based on current projections, will sustain the SACAA's operations at present levels. The organisation achieved all its targets in the financial sustainability plan approved by the Board at the beginning of the financial year. This plan looked at cost containment measures and ensuring prudent financial management. The SACAA continues to uphold strong governance and ethical conduct, with the following achievements:

- No cases of fruitless, wasteful and irregular expenditure above R500 000 per case were reported in line with organisation's APP targets.
- 100% compliance with the 30-day payment policy for valid invoices, supporting SMME sustainability.

Achieving Performance Targets

The SACAA successfully met 39 of the 40 performance indicators outlined in the Annual Performance Plan (APP) for the 2024/25 financial year. These achievements, independently audited by the Internal Audit division and the AGSA as sampled, reflect our continued focus on delivery and strategic alignment.

The entity is therefore reporting an achievement of 97.5% performance in the reporting period 2024/25 financial year.

Advancing Aviation Safety, Security and Environmental Oversight

Aviation Safety

Our number one strategic outcome focuses on enhancing aviation safety and security to ensure that South Africa's aviation safety and security oversight remains among the best globally. The ICAO Safety Index, which reflects how well a State's regulatory oversight matches the complexity and volume of its aviation operations, consistently rates South Africa above 1 - indicating a strong and effective safety oversight system.

The SACAA closed 90% of the SACAA-specific findings raised during the 2023 ICAO USOAP CMA audit. This sets the Regulator on track for an ICAO Coordinated Validation Mission that may validate all the findings that are closed by the State as satisfactory. The State is currently at 91,38% effective implementation of the safety critical elements following ICAO's validation of two findings relating to air navigation.

The zero fatal accidents prevalent in the airline sector for almost 40 years remains a beacon of hope for many air space users who rely on air transport as a means of transportation for persons and goods globally.

The reduction of accidents in the General Aviation (GA) sector remains one of the key strategic focus areas for the Regulator. Achieving this requires a robust, proactive oversight system and collaboration with the industry.

During the reporting period, 131 GA-related accidents were recorded, up from 115 in 2023/24 and 113 in 2022/23. In response, the SACAA intensified its efforts in delivering on the activities under the General Aviation Safety Strategy (GASS), which was introduced in 2020/21 to mainly reduce accidents in this sector through interventions such as:

- Delivering General Aviation Accident Reduction Seminars (GAARS), held nationwide to promote safety knowledge and skills among pilots, engineers, and instructors;
- Robust pilot training and proactive risk management, supported by modern technological tools;
- Publication of 15 SKYwatch Safety Publications to date, of which three were produced during the reporting period, providing practical, scenario-based safety guidance under the banner "the life saved might be yours".

These efforts reflect our ongoing commitment to embedding a strong safety culture across the sector.

Implementing Risk-Based Oversight (RBO)

The 2024/25 financial year saw significant progress in our transition to a Risk-Based Oversight audit methodology which is a smarter, data-driven oversight model that aligns with global regulatory trends. This initiative allows the SACAA to tailor its oversight based on the risk profile of each operator, ensuring efficiency and targeted interventions.

The key principles guiding RBO include:

- **Consistent Data Gathering:** Continuously collecting and analysing safety risk data from all parts of an organisation's operations and consolidating it as a single regulated entity.
- **Performance Assessments:** Evaluating how well each entity manages its safety risks and collaborating with the Accountable Manager to agree on actions that ensure safety standards are upheld and enhanced.
- **Sector-Based Grouping:** Grouping entities with similar operations (e.g., small aerodromes, offshore helicopters) to better understand common safety risks and develop best practices for managing them.
- **Informed Decision-Making:** Making informed decisions about the safety outcomes we aim to achieve and setting clear actions for all stakeholders to manage the top safety risks across sectors.
- **Proportional Resource Allocation:** Directing regulatory resources towards oversight activities and safety improvement projects focused on areas where standards are at risk or where there is significant potential to enhance safety.

The implementation of RBO brings several important benefits for the SACAA as an organisation, including:

- More efficient oversight processes;
- Enhanced decision-making, grounded in evidence and risk analysis; and
- Improved collaboration with industry stakeholders.

Having launched the RBO framework in 2021, the SACAA has continued to embed this approach across all oversight areas. In the 2025/26 financial year, we will intensify engagement through industry workshops, targeted dialogues, and an RBO podcast series aimed at deepening understanding and buy-in from aviation professionals. To roll out this new methodology the Regulator will perform trails in selected audit areas in the next financial year to ease the industry into this new audit methodology.

Technology Advancement in the Aviation Industry

South Africa is one of the first countries to introduce regulations on Remotely Piloted Aircraft Systems in July 2015. Since then, a lot of advancements have taken place in this field with the introduction of even newer technology such as Advanced Air Mobility (AAM).

The organisation focused on two activities during the reporting period including developing a road map to ensure complete and effective oversight of Unmanned Aircraft Systems and developing a concept document for the effective oversight of AAM. The organisation will institute a project that will be implemented in the next two financial years on the safe integration of AAM into the traditional aviation system.

Aviation Security: Progress on Corrective Action Plans

Following the 2022, ICAO Universal Security Audit Programme-Continuous Monitoring Approach (USAP-CMA), South Africa was issued with findings and a corrective action plan (CAP) was submitted to ICAO addressing these findings.

In April 2024 ICAO reviewed these submissions and acknowledged the comprehensive nature of South Africa's response. By the end of the 2024/25 financial year, 100% of the SACAA-specific actions had been implemented.

Looking ahead, South Africa is preparing for the next USAP-CMA audit which may take place during the 2026/27 financial year, during which ICAO will evaluate progress made since the 2022 assessment. The organisation remains committed to strengthening our aviation security systems to ensure global compliance and national resilience.

Environmental Protection

South Africa remains committed to global climate goals, having endorsed the ICAO 41st Assembly Resolution A41-21 in 2022, which sets the Long-Term Global Aspirational Goal (LTAG) of achieving net-zero carbon emissions from international aviation by 2050. This aligns with the temperature targets of the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement. Since 2018, South Africa has actively contributed to ICAO's No Country Left Behind (NCLB) initiative through its participation in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), providing training and capacity-building to fellow African States.

During this reporting period, the SACAA:

- Conducted industry engagements on the State Action Plan for CORSIA through platforms such as the Captains of Industry Forum, Industry Liaison Forum, and the 2024 National Aviation Conference.
- Delivered ACT-CORSIA training for partner States under the buddy partnership model.
- Co-hosted a CORSIA accreditation and verification workshop, in partnership with the European Union Aviation Safety Agency (EASA).

This initiative aimed to support the establishment of more verification bodies within Africa and bolster local compliance. In addition, the organisation delivered on the following initiatives:

- Reviewed and approved the 2025 Emissions Monitoring Plans, with certificates issued to compliant Aircraft Operators held a State Action Plan (SAP) workshop on 31 March 2025, focusing on briefing designated focal points and operators on updated SAP requirements. Feedback from ACT-CORSIA buddy recipients continues to be addressed.

Investing in People

The Human Resources (HR) function is responsible for managing key aspects of the workforce to foster a productive, compliant, and positive work environment. This includes attracting and hiring suitable talent, managing employee relations, and nurturing a strong organisational culture. HR also plays a vital role in training and development, supporting employees in their professional growth while overseeing compensation, benefits, and performance management.

Additionally, HR ensures compliance with labour laws and workplace safety regulations, safeguarding both employees and the organisation. Through these responsibilities, HR supports employee engagement, aligns the work for with organisational goals, and contributes to the overall success of the workplace.

Top Employer

As a human-capital-intensive organisation, the SACAA places strong emphasis on continuously enhancing its Employee Value Proposition (EVP). Our EVP statement, “Propelling you into new horizons,” encapsulates the organisation’s commitment to attracting, retaining, and developing top talent.

In the 2024/25 financial year, the SACAA participated in the Top Employer Institute Survey for the first time. The SACAA was proud to be certified as a Top Employer, achieving an impressive score of 71.8% - well above the required minimum threshold of 60%.

This notable achievement was celebrated at a prestigious Gala Dinner hosted in Kyalami, Midrand, where the SACAA was formally recognised among South Africa’s certified Top Employers. The achievement was also highlighted during the SACAA’s Culture Day celebration. Furthermore, the detailed Top Employer assessment report was formally presented at ExCo.

SACAA Culture: Introducing the Seventh Culture Pillar – Diversity and Inclusion

In 2017, the SACAA introduced six culture pillars aimed at shaping a high-performance organisation: Client Centricity, Ethics and Governance, Leadership, Performance Excellence, Empowerment, and Collaboration.

During the reporting period, a seventh pillar – Diversity and Inclusion – was added, reflecting our evolution as a modern, people-centred organisation. Diversity brings varied perspectives, while inclusion ensures that all individuals feel respected, valued, and empowered to contribute. Whether considering race, gender, disability, age, or background, we are intentional about creating an inclusive environment where all employees thrive.

An inclusive culture enhances employee engagement, boosts morale, and contributes to improved service delivery. When employees feel psychologically safe and appreciated, they are more likely to be productive and committed.

Full implementation of the annual Ethics Plan reinforces our ethical culture and commitment to clean governance. This programme aligns with the ethical principles set by the SACAA Board and the King IV™ Report on Corporate Governance, which promotes integrity, responsible leadership, and corporate citizenship.

Fraud and Corruption

In alignment with the Protected Disclosures Act, 2000, (Act No. 26 of 2000), the SACAA maintains the **Vuvuzela Whistleblowing hotline**. This is a confidential, independent platform to report fraud or misconduct. All reports received are formally logged, investigated, and reported quarterly to the Board via the Audit and Risk Committee.

Reports are treated with strict confidentiality, and whistleblowers remain anonymous. The SACAA remains steadfast in promoting an ethical, transparent, and accountable regulatory environment, where integrity is non-negotiable.

All reported cases received attention, and feedback was provided where applicable. The organisation also implemented 97% of the activities in the annual Forensic Fraud and Corruption Plan approved by the Board.

Group Mentorship

As part of the SACAA’s ongoing transformation initiatives, the organisation has continued to implement a mentorship programme designed to enhance employee engagement and address barriers to career progression, particularly for women.

During the reporting period, three group mentorship sessions were held—two focused on women and one on men—providing a safe and supportive platform for participants to share experiences and explore issues specific to their gender. The women's mentorship sessions brought together female employees from all levels of the organisation, fostering shared learning on topics such as Personal Branding and Building Resilience.

In addition, a men's mentorship session was held under the theme Leaving a Legacy, further reflecting the SACAA's commitment to nurturing a culture of inclusion, collaboration, and empowerment across the organisation.

Change Management

In the 2024/2025 financial year, the SACAA continued to advance its organisational change maturity, with the Change Management function playing a critical role in enabling transitions across strategic programmes and business units. The team remained anchored in Kotter's 8-Step Change Model as a guiding framework, while adopting a flexible, project-specific approach tailored to the unique requirements and impacts of each initiative.

This adaptive methodology reflects the SACAA's commitment to pragmatic, responsive and people-centred change management. By aligning interventions with the scale, scope, and stakeholder context of each project, the organisation ensured its change efforts were both effective and fit for purpose. The team developed a comprehensive change management roadmap to guide the transition and actively contributed to the Office Building Committee and its subcommittees. This approach ensured that employee concerns were addressed, and that the relocation was executed with strategic foresight, operational care, and a strong focus on employee experience.

The Change Management efforts continued to support a number of strategic initiatives across the organisation. Notably, the Shanduka Digital Transformation Programme, the Enterprise Content Management (ECM) system and several other digital projects. Central to these efforts were people engagement, targeted communication strategies, and change readiness interventions. A standout achievement during the reporting period was the successful facilitation of the SACAA's office relocation to Centurion.

Another key highlight for this reporting period was the launch of the Change Leadership Masterclass Series — a structured, high-impact programme designed to build leadership capability across SACAA's management and executive teams.

This eight-part series forms a cornerstone of the organisation's effort to entrench leadership alignment and accountability in driving change.

The series has been delivered through monthly interactive masterclasses, encouraging reflection, practical application, and peer learning. Early feedback has been positive, with participants noting the relevance and timeliness of the content in relation to the SACAA's evolving operating environment.

Employee Bursary Programme

As part of our ongoing commitment to employee development, the SACAA provided bursary funding to 81 employees during the year under review.

Of these, 26 were newly awarded bursaries in the current year, while the remainder continued their studies from previous years. These employees are pursuing qualifications aligned with the organisation's critical skills needs and their respective job roles. They are enrolled at a variety of institutions both locally and internationally.

External Bursaries

The SACAA continues to support young South Africans by funding their dreams of becoming aviators through the organisation's bursary scheme meant to address the imbalances of the past where the aviation industry lacks representation of the State's demographics. The bursary programme which started in 2013 has to date funded about 113 students the majority of whom are studying locally and seven are studying in France. The students are pursuing programmes such as Aeronautical Engineering, Piloting and Aircraft Maintenance Engineering.

Employee Relations Activities

Employee Relations (ER) is mainly responsible for the effective management of discipline, grievances, and collective labour engagement, and ensures fairness and compliance with all policies, labour agreements, legislative amendments and legal developments affecting the employment relationship. This is all informed by the right to fair labour practices contained in the Constitution.

Since the establishment of the labour engagement platforms, the SACAA and organised labour continued to engage on various issues that affect the organisation and its employees. The labour engagement platforms include a bilateral meeting with the employee's union on a monthly basis, the DCA Forum which takes place twice per year and the collective bargaining forum which takes place once a year where parties negotiate salary increase and matters of mutual interest.

These engagement platforms have proven in the past to be successful and beneficial to the maintenance of sounds employee relations in the organisation.

Employee Rewards and Recognition

The SACAA's approach to monetary rewards is rooted in a commitment to competitive compensation, ensuring employees are recognised and rewarded for their contributions. The organisation's remuneration strategy is designed to attract, retain, and motivate top talent, aligning with industry standards while promoting fairness and equity. The SACAA fosters an environment where employees are motivated to excel, contributing to the organisation's long-term success while benefiting from competitive remuneration structures.

In alignment with its commitment to competitive remuneration, the SACAA, with the support of two independent service providers, successfully finalised the grading of all positions, conducted a salary benchmarking exercise, and developed new pay scales. As part of its monetary retention strategy, annual salary increases were implemented to strengthen the organisation's ability to attract and retain top talent.

Additionally, in recognition of employees' contributions to the previous year's performance deliverables, the SACAA has awarded Short-Term Incentives (STI) in the form of annual performance bonuses, directly linked to the achievement of annual performance goals. Beyond financial incentives, the SACAA places great emphasis on employee recognition, notably through the SACAA Employee Awards. The organisation strongly believes that the dedication and excellence of its employees are fundamental to its continued success.

During the year under review, the SACAA celebrated outstanding individuals and teams who have exemplified the organisation's values and demonstrated exceptional commitment to its goals. The organisation will continue to ensure that a strong foundation of fair and responsible pay is maintained, reinforcing a culture of high performance and excellence through its reward systems and practices.

Investing in Technology and Innovation

Information and Communication Technology (ICT) remains a key strategic enabler at the SACAA, supporting the organisations focus on Innovation and Technology Management.

Shanduka Project

During the reporting period, the SACAA commenced implementation of the second phase of the Shanduka Project—Shanduka 2.0—advancing the organisation's digital transformation journey, which began in 2021.

Shanduka 2.0 is focusing on the following key modules:

- **Electronic Content Management (ECM) System:** To manage and store all electronic records for both to administrative and client-facing processes. This system not only assists the SACAA to process records from end-to-end, but it also assists the organisation in complying with the POPI Act.
- **e-Services Portal:** critical client facing processes have been identified and are being automated. The clients will be able to access even more services 24/7/365 and be able to trace progress on applications submitted through the portal.
- **Procurement Management Automation:** To integrate procurement workflows with the Central Supplier Database (CSD) and internal systems.
- **Contract Management Automation:** To streamline the contract lifecycle and ensure integration with internal systems, including a user-accessible portal.
- **Invoicing and Payment Engine:** To create a system that integrates with the SACAA's financial platform and electronic payment gateway.
- **Travel Claims and Payment Approval:** To build a more efficient, automated process for managing employee travel claims and approvals improving transparency and accountability.

During the reporting period the following initiatives were completed:

- **Obstacle Management System** – the system will be used by clients to submit online applications for structures near aerodromes to be considered by the regulator.
- **RPAS application registration** – We have also completed the development of the RPAS application management system, this will enable all clients wishing to register their RPAS to do so through the e-Services portal.
- **A user-friendly Technical Library System**, which enables technical departments to easily upload, search, view, and update manuals was implemented.
- **An automated Gift Registry** has also been introduced to simplify the process for employees to declare any gifts received, in line with good governance practices.
- **A dedicated, HR-managed Helpdesk System** has been deployed to ensure prompt support and assistance for internal stakeholders.

Improved Stakeholder and Client Relations

In its fifth year of implementation, the SACAA's Stakeholder Management Strategy continued to guide a range of programmes designed to keep stakeholders informed, engaged, and aligned with the organisation's objectives.

Client Satisfaction

During the reporting period, the organisation administered a Client Satisfaction Survey which was conducted by an independent service provider. This is the second survey in the past five-year period. The client satisfaction levels improved from 49% in the last survey to 62% in the 2024/25 survey. The ratings by the clients improved overall in all areas that were tested demonstrating that the interventions implemented by the organisation since the last survey are bearing positive outcomes.

On a monthly basis the organisation tracks the performance of the Contact Centre which operates on extended hours from 7am until 5pm during the work week, the closure rate of client email queries sent via a Customer Relationship Management enabled platform and webchats that are Artificial Intelligence enabled to expand the communication tools and reach to suit all our clients. All these tools are monitored in terms of the service level standards agreed to with the clients and leadership of the organisation.

The organisation also launched a complaints and compliment platform to ensure that all complaints are managed centrally whilst also ensuring that they are addressed on time and effectively.

Industry Workshops

On an annual basis the SACAA conducts industry workshops on various technical areas ensuring that the clients are educated and informed of the regulatory changes and new requirements affecting their respective operations. During the financial year the organisation conducted a total of 26 industry workshops covering the areas of Personnel Licensing, Aviation Medicine, Aviation Security, Aerodromes and Facilities, amongst others. These sessions are helpful to unpack regulations and engage with the industry on compliance matters.

Regional and International Relations

As part of the organisation's regional outreach programme, the SACAA continues to advance South Africa's contribution to ICAO's No Country Left Behind (NCLB) initiative, particularly within the SADC and surrounding regions. The primary aim is to support neighbouring States in implementing ICAO Standards and Recommended Practices (SARPs), thereby promoting the harmonisation of regulatory frameworks and ensuring that all States benefit from a safe, secure, and reliable air transport system.

During the reporting period, the SACAA participated in 16 regional cooperation missions. These engagements included the signing of Memoranda of Understanding (MoUs) with the Republics of Sierra Leone, Namibia, Mozambique, Angola, and the Kingdom of Eswatini. Further extending its global reach, the SACAA also signed MoUs on aviation technical cooperation with States beyond the continent, including the People's Republic of China and the United Arab Emirates.

SACAA's Community Responsibility

The SACAA seeks to extend its impact beyond its primary responsibilities of controlling, promoting, regulating, supporting, developing, enforcing, and continuously enhancing safety and security standards in the civil aviation sector.

To achieve this, the authority has implemented a Socio-Economic Development Programme designed to improve the well-being of vulnerable groups in South Africa, with a particular focus on women, people with disabilities and the education of youth and children. During the review period, three long-term projects were executed.

- The Child/Youth-headed households support programme supports a total of twelve families of which 45 individuals are beneficiaries. The SACAA provides groceries monthly to the families and provides additional basic needs for the school going beneficiaries. Most of the beneficiaries are of school going age and have successfully advanced to the next academic level. Four members have completed their matriculation, and another four have graduated during the reporting period.
- The iFLYSTEM Maths and Science project focuses on providing tutor lessons in Mathematics and Science for learners who are struggling in these subjects. The goal of the project is to enhance the academic performance of students from under-resourced schools, allowing them to compete fairly for bursary programs in Aviation and other STEM-related fields.
- The pilot program was launched at a school in Qwaqwa in 2022. In 2023 and 2024, the program was implemented in Kriel, a remote rural town in Mpumalanga. During the reporting year, the first group of matriculants from this project demonstrated notable improvements, achieving a 19% increase in Mathematics and a 14.5% increase in Physics.
- The third legacy project is a charity support project whose aim is to assist three selected organisations over a three-year period by providing both financial and non-financial aid. During the reporting period, the SACAA continued its support for the Tshepang Care Centre by providing monthly grocery vouchers that benefits 500 underprivileged children from an informal settlement in Tembisa. The SACAA donated a custom

prefabricated modular building for the charity's Skills Centre and hosted an aviation careers fun day for the children. Unemployed women are utilising the Centre to learn sewing skills and create low-priced clothing items, which are sold to the community, helping to generate income for the children's feeding scheme.

- The next project benefits twenty students with visual impairments and various disabilities through training in basic computer skills at the Action for the Blind Centre. This year-long program introduces students to computers and teaches them business communication skills, such as sending emails and searching the internet using special software. These skills enable the students to further their education and apply for learnership opportunities in call centres, receptions, and data capturing.
- Lastly, the organisation donated a six-month supply of adult nappies to the Vita Nova Centre, which cares for people with severe disabilities. The centre provides full-time care and employs over 80 staff members on a 24-hour schedule to attend residents ranging from babies to senior citizens.

Career Outreach Missions

During the 2024/25 financial year, the SACAA significantly expanded its career awareness outreach efforts as part of its commitment to growing the next generation of aviation professionals. The organisation reached 1 431 schools across all nine provinces and engaged directly with more than 114 087 learners. These initiatives not only created awareness of diverse aviation career paths but also inspired learners from rural and urban communities alike to consider opportunities within the sector. This extensive national footprint highlights the SACAA's role in promoting aviation as a catalyst for youth empowerment and skills development, while aligning with broader national goals of transformation and inclusive growth. This project is also consistent with the ideals of building a Next Generation of Aviation Professionals through awareness and support campaigns across the board.

Events Post the Reporting Period

New Building and Brand Identity

On 1 June 2025, the SACAA moved into its new premises in Centurion, marking a bold new chapter in our 26-year history. This modern facility, equipped with advanced features, has been designed to better serve our clients and support our staff.

In line with this new beginning, we also unveiled a refreshed corporate identity, including a new SACAA logo. This rebranding reflects our evolution as an agile, forward-looking regulator—ready to embrace the future of aviation while remaining anchored in our mandate of safety, security, and service. I thank the industry for its patience and support during our transition.

Conclusion

Operationally, the financial year under review marked yet another successful chapter in the SACAA's history. Looking ahead to the 2025/26 financial year, we are excited to embark on a range of initiatives that will further strengthen our oversight role.

As South Africa's civil aviation regulator, we remain committed to supporting and engaging the industry in our shared mission to safeguard South African skies. We will continue to embrace emerging technologies, including Advanced Air Mobility, as we modernise and future-proof our regulatory framework. It remains an honour to serve the Ministry and Department of Transport, the SACAA Board, our industry stakeholders, and the dedicated staff of the SACAA. I look forward to continued progress and even greater accomplishments in the years to come.

Acknowledgements

I extend my heartfelt appreciation to the Minister of Transport, Honourable Barbara Creecy, and the Deputy Minister of Transport, Honourable Mkhuleko Hlengwa, for their continued leadership and support throughout the reporting period.

My sincere thanks also go to the Department of Transport and the Parliamentary Portfolio Committee on Transport for their unwavering guidance.

To the outgoing SACAA Board, led by Chairperson Mr Ernest Khosa, I express deep gratitude for their commitment to upholding the highest standards of governance and thank them for their valuable contributions to the SACAA's success. All efforts of the outgoing Board remain cherished by Management and Staff of the Authority. Thank you

Yours sincerely,

Ms Poppy Khoza
Director of Civil Aviation

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the Annual Financial Statements (AFS) that were audited by the Auditor-General of South Africa. The annual report is complete, accurate, and free from any omissions. The Annual Report has been prepared in accordance with the guidelines for an annual report as issued by the National Treasury.

The AFS (Part F) have been prepared in accordance with the Public Finance Management Act, 199 (No. 1 of 1999) as amended, and in standards applicable to the public entity. The Accounting Authority is responsible for the preparation of the AFS and for the judgments made based on this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the Performance Information, the Human Resources information, and the AFS.

The external auditors are engaged to express an independent opinion on the AFS. In our opinion, the Annual Report fairly reflects the operations, Performance Information, the Human Resources information and the financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully

Ms. Poppy Khoza
Director of Civil Aviation
Date:

Mr. Ernest Khosa
Chairperson of the SACAA Board
Date:

STRATEGIC OVERVIEW

OUR CORE IDEOLOGY

OUR STRATEGIC FOCUS

VISION STATEMENT

A world-class civil aviation regulator.

MISSION STATEMENT

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

BRAND PROMISE

"Keeping you safe in the sky."

VALUES

SAFETY & SECURITY	Independently executing our mandate fairly and impartially
TEAM WORK	Working with others and taking joint accountability for the results
INTEGRITY	Maintain high ethical standards that engenders trust & transparency amongst all our stakeholders
COLLABORATION	Working with our stakeholders to achieve common goals.
SERVICE EXCELLENCE	Focus on understanding and meeting clients needs through innovative approaches
ACCOUNTABILITY	Taking ownership for decision-making and actions

LEGISLATIVE AND OTHER MANDATES

The Act

The South African Civil Aviation Authority (SACAA) is an agency of the Department of Transport (DoT), established on 1 October 1998, following the enactment of the now repealed South African Civil Aviation Authority Act, 1998 (Act No. 40 of 1998). This Act was replaced by the Civil Aviation Act, 2009 (Act No. 13 of 2009), which came into effect on 31 March 2010.

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

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

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

ICAO Compliance

The ICAO is a United Nations (UN) specialised civil aviation agency, established by 54 member States on 7 December 1944, to manage the administration and governance of the Convention on International Civil Aviation (Chicago Convention).

ICAO works with the Convention's 193 Member States and industry groups to reach consensus on international civil aviation SARPs and policies in support of a safe, efficient, secure, economically sustainable, and environmentally responsible civil aviation sector. These SARPs and policies are used by ICAO Member States to ensure that their local civil aviation operations and regulations conform to global norms, which in turn permit more than 100 000 daily flights in aviation's global network to operate safely and reliably in every region of the world.

In addition to its core function of resolving consensus-driven international SARPs and policies among its Member States and industry, and among many other priorities and programmes, ICAO also coordinates assistance and capacity-building for States in support of numerous aviation development objectives, produces global plans to coordinate multilateral strategic progress for safety and air navigation, monitors and reports on numerous air transport sector performance metrics, and audits States' civil aviation oversight capabilities in the areas of safety and security.

The Republic of South Africa, as a signatory State to ICAO, is committed to working with the international community to ensure safer and more secure skies.

This is coordinated through the Department of Transport, and all aviation organs of the State are required to collaborate to achieve this mandate.

The SACAA, through the Civil Aviation Act, 2009 (Act No. 13 of 2009), has a mandate to regulate aviation safety and security in accordance with ICAO prescripts. ICAO Contracting States, in their effort to establish and implement an effective safety and security oversight system, need to consider the Critical Elements (CEs) for safety and security oversight.

Critical elements are essentially the advancement instruments of a safety and security oversight system, and they are required for the effective implementation of safety and security policies and procedures. States are expected to implement the safety and security oversight critical elements in a way that assumes the shared responsibility of the State and the aviation community.

The Critical Elements (CEs) of a safety and security oversight system encompass the whole spectrum of civil aviation activities. The effective implementation of the CEs is an indication of a State's capability regarding safety and security oversight.

The following diagram demonstrates the regulatory areas depicted under the different CEs.

The CEs 1 to 5 pertain to the establishment of the safety and security systems, while CEs 6 to 8 address the effective implementation of such systems by the Regulator:

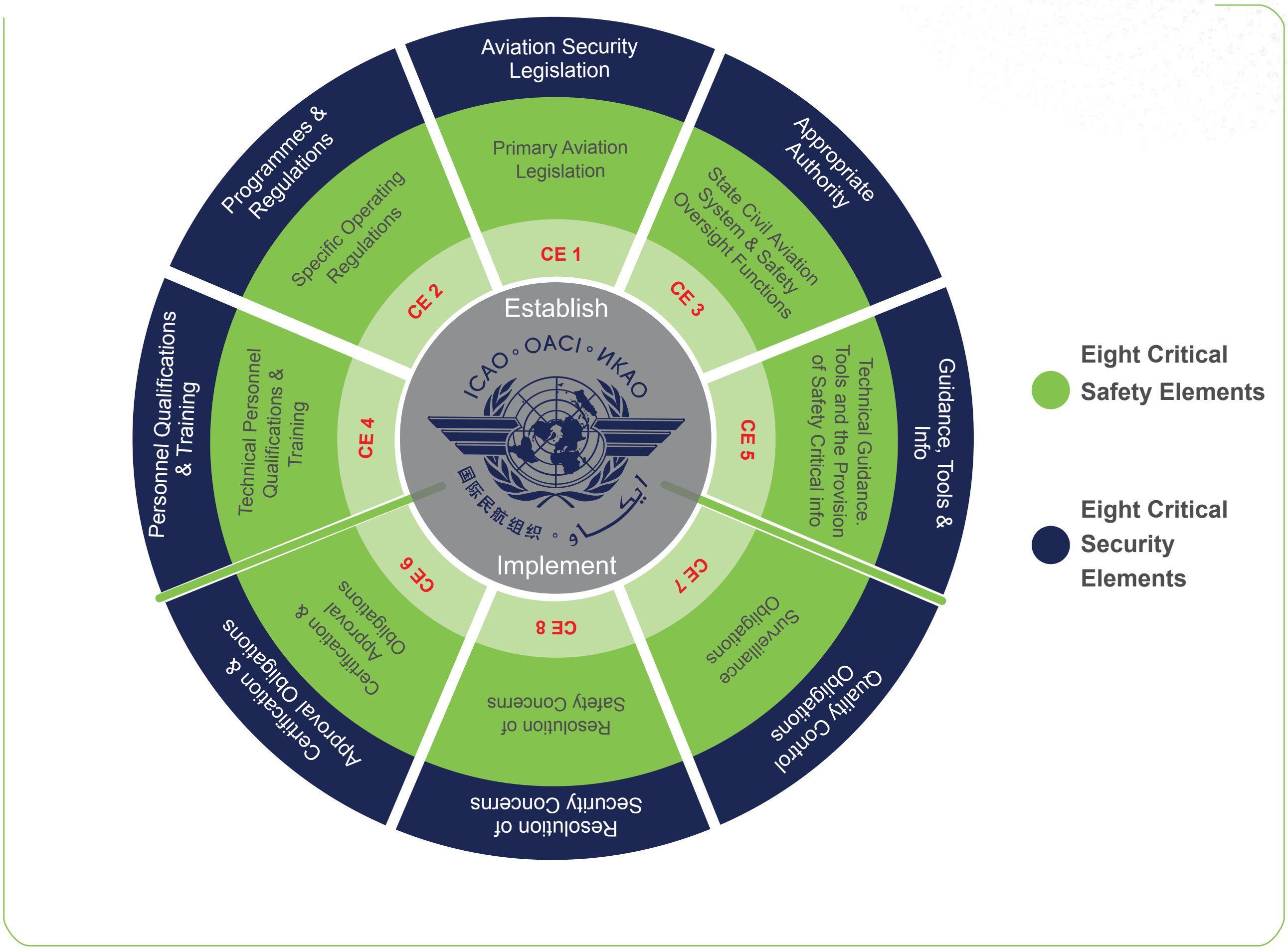


Diagram 1: Critical Safety and Security Elements (CEs)

Mandate of the Aircraft Accident and Incident Investigation Division (AIID)

The AIID is the authority responsible for aircraft accident and incident safety investigations in South Africa. In accordance with Annex 13 of the ICAO guidelines and Part 12 of the Civil Aviation Regulations (CAR) 2011, the AIID is authorised to:

- Investigate accidents and incidents to determine their probable causes.
- Identify systemic weaknesses in the activities of the civil aviation industry.
- Where permissible, issue safety recommendations to prevent the recurrence of accidents.

The purpose of the investigations is not to apportion blame or liability.

A Ministerial Order establishes that the AIID reports operationally to the Minister of Transport, through the Department of Transport, and administratively to the SACAA.

SACAA ORGANISATIONAL STRUCTURE

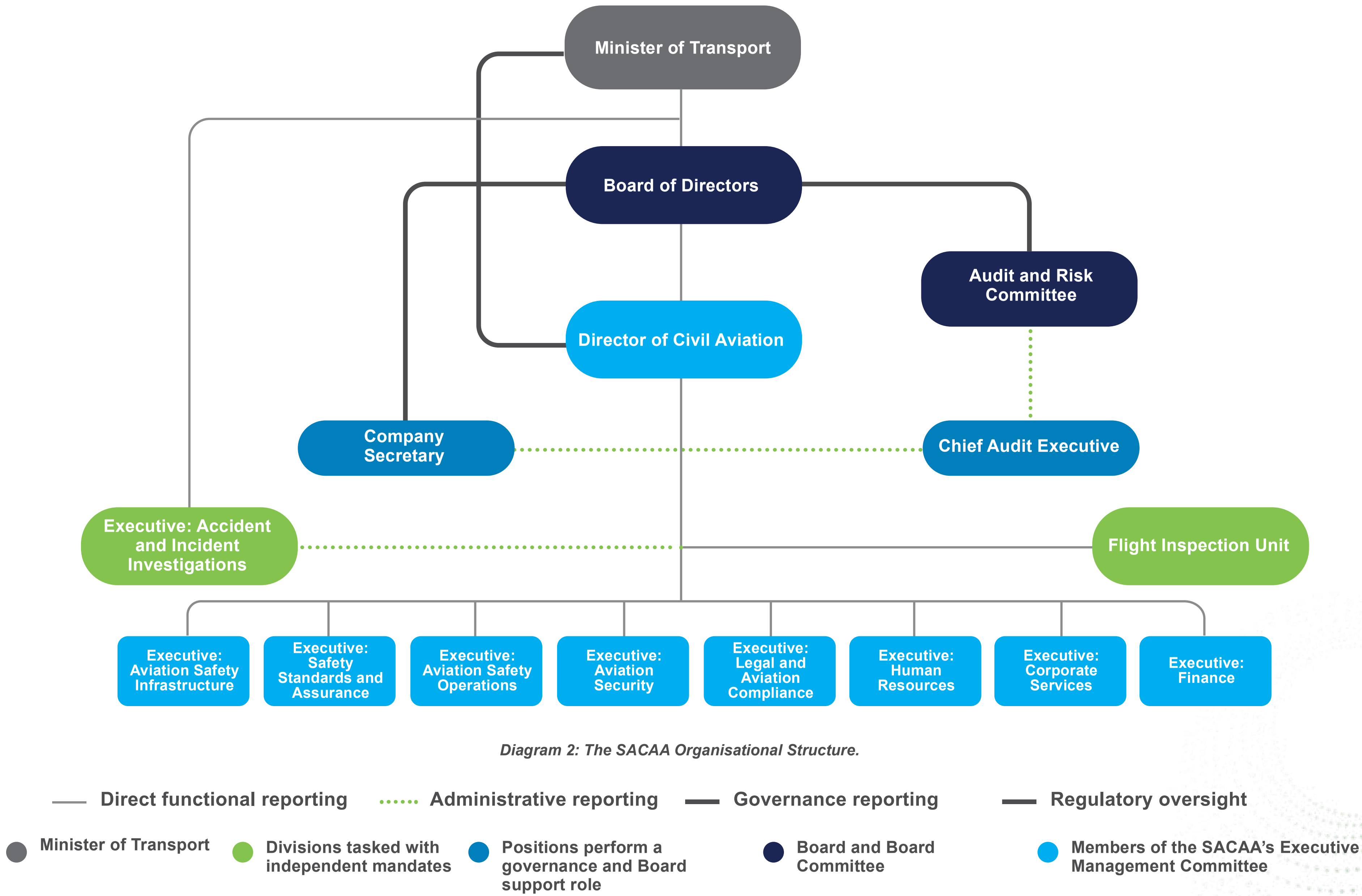


Diagram 2: The SACAA Organisational Structure.

THE SACAA BOARD

Standing L-R: MR TSHEPO PEEGE (Non-Executive); **ADV MPATI LEBAKENG** (Non-Executive); **MR SURENDRA SOOKLAL** (Non-Executive); **MS TSHITSHI PHEWA** (Non-Executive)

Seated L-R: MS BULELWA KOYANA (Non-Executive); **MR ERNEST KHOSA** (Chairperson) **MS POPPY KHOZA** (Executive).

EXECUTIVE MANAGEMENT COMMITTEE

Standing L-R: MR KING SOTSHEDE (Chief Audit Executive), **MS PHINDIWE GWEBU** (Executive: Corporate Services), **MS THOBILE MASOOA** (Executive: Human Resources), **MR JASON TSHABALALA** (Executive: Aviation Security). **MS TEMBISA MAPHIKE** (Executive: Aviation Safety Infrastructure), **MR THEMBA THABETHE** (Executive: Accidents and Incidents Investigations).**

Seated L-R: MR ASRUF SEEDAT (Executive: Finance), **MR DEAN KHUMALO** (Executive: Aviation Safety Operations and Acting Executive: Safety Standards and Assurance), **MS POPPY KHOZA** (Director of Civil Aviation), **MS NIVASHNEE NARAINDATH** (Company Secretary), **MS BABALWA NDANDANI** (Executive: Legal and Aviation Compliance).

***The Executive Accidents and Incidents Investigations is an independent position that reports functionally to the Ministry of Transport and administratively to the DCA.*

PART B
PERFORMANCE INFORMATION

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION AND CONFIRMATION OF ACCURACY FOR THE YEAR ENDED 31 MARCH 2025

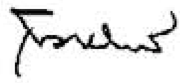
In line with the applicable regulatory prescripts, the Director of Civil Aviation (DCA) is responsible for the preparation of the SACAA's Performance Information and judgments made in this report. In addition, the DCA is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the outlined Performance Information.

In our opinion, the Performance Information outlined in this report fairly reflects the actual achievements against planned objectives, indicators, and targets as per the Strategic and Annual Performance Plans of the SACAA for the year ending on 31 March 2025.

The Auditor-General of South Africa (AGSA) has audited the SACAA's Performance Information for the year ending on 31 March 2025. The AGSA's report is presented on pages **131** and **136** of this 2024/25 financial year Annual Report.

The SACAA's Board of Directors has approved the Performance Information set out from pages **52** to **61.**

Ms. Poppy Khoza
Director of Civil Aviation
Date:



Mr. Ernest Khosa
Chairperson of the SACAA Board
Date:

2. AUDIT OF PREDETERMINED OBJECTIVES

The Auditor-General South Africa (AGSA) performs the necessary audit procedures on the Performance Information to provide reasonable assurance in the form of an audit conclusion.

The audit conclusion on the performance against predetermined objectives is included in the report to management.

The Auditor-General confirmed that there was a material finding relating to two targets whose measures were misaligned at the planning phase with the activity scheduled at the time of delivery.

Refer to pages **131** to **136** of the Auditor's report published under Part F: Financial Information.

3. OVERVIEW OF THE ORGANISATION'S PERFORMANCE

3.1 Personnel Licencing

The SACAA is responsible for the licencing of aviation personnel, including pilots, cabin crew, aircraft maintenance engineers, and air traffic controllers. For the personnel to qualify for these licences, they are expected to be competent, and, in this regard, the SACAA administers examinations that follow a particular curriculum as required by the Civil Aviation Regulations.

There were 26 642 South African aviation personnel licence holders at the end of the 2024/25 financial year compared to 27 903 in the 2023/24 financial year.

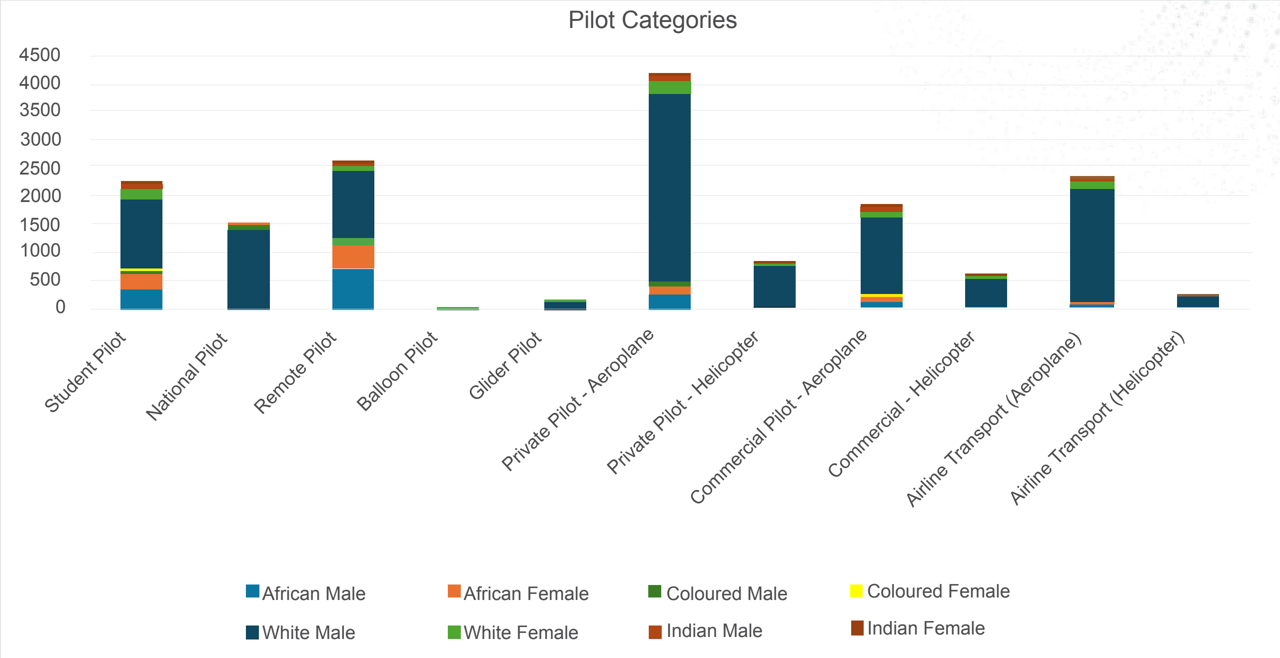
According to the personnel licencing statistics, White males constitute most pilot licence holders (83%) followed by Africans , Indians, and Coloured professionals, as depicted in the graph below.

Achieving gender parity remains a challenge in the industry, which continues to be male dominated. At the end of the reporting period, 87% of pilots were male while 13% were females. Despite the low percentage, this represents a positive shift from the last financial year when females accounted for 12%. This highlights the continued need to drive gender inclusivity in the sector.

SOUTH AFRICAN CIVIL AVIATION AUTHORITY – LICENCE DEMOGRAPHICS (MARCH 2025)												
	SOUTH AFRICAN											FOREIGN
Licence	African		Coloured		White		Indian		TOTAL			TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total	
Student Pilot	380	281	57	39	1230	204	64	35	**1731**	**559**	**2290**	1560
National Pilot	22	2	14	0	1412	72	14	0	**1462**	**74**	**1536**	201
Remote Pilot	773	385	134	30	1182	78	51	8	**2140**	**501**	**2641**	160
Balloon Pilot	2	1	0	0	28	4	0	0	**30**	**5**	**35**	3
Glider Pilot	3	1	0	0	161	5	0	0	**164**	**6**	**170**	14
Private Pilot - Aeroplane	286	147	76	18	3324	242	84	14	**3770**	**421**	**4191**	2177
Private Pilot - Helicopter	21	7	3	0	716	65	11	0	**751**	**72**	**823**	107
Commercial Pilot - Aeroplane	134	66	28	7	1372	124	68	11	**1602**	**208**	**1810**	1426
Commercial - Helicopter	16	12	7	1	474	47	4	2	**501**	**62**	**563**	99
Airline Transport (Aeroplane)	82	13	33	4	1978	175	47	7	**2140**	**199**	**2339**	166
Airline Transport (Helicopter)	8	1	2	0	193	14	3	1	**206**	**16**	**222**	12
Total Pilots	**1727**	**916**	**354**	**99**	**12070**	**1030**	**346**	**78**	**14497**	**2123**	**16620**	**5925**
	12%	43%	2%	5%	83%	49%	2%	4%	87%	13%	100%	
Aircraft Maintenance Engineers	1294	228	260	10	3719	31	258	4	5531	273	5804	514
Cabin Crew	210	987	73	357	104	477	51	158	438	1979	2417	163
Air Traffic Services	220	237	52	21	203	77	58	933	533	1268	1801	22
	27%	41%	6%	11%	62%	17%	6%	31%	65%	35%	100%	
Total	**3451**	**2368**	**739**	**487**	**16096**	**1615**	**713**	**1173**	**20999**	**5643**	**26642**	**6624**
	13%	9%	3%	2%	60%	6%	3%	4%	79%	21%	100%	

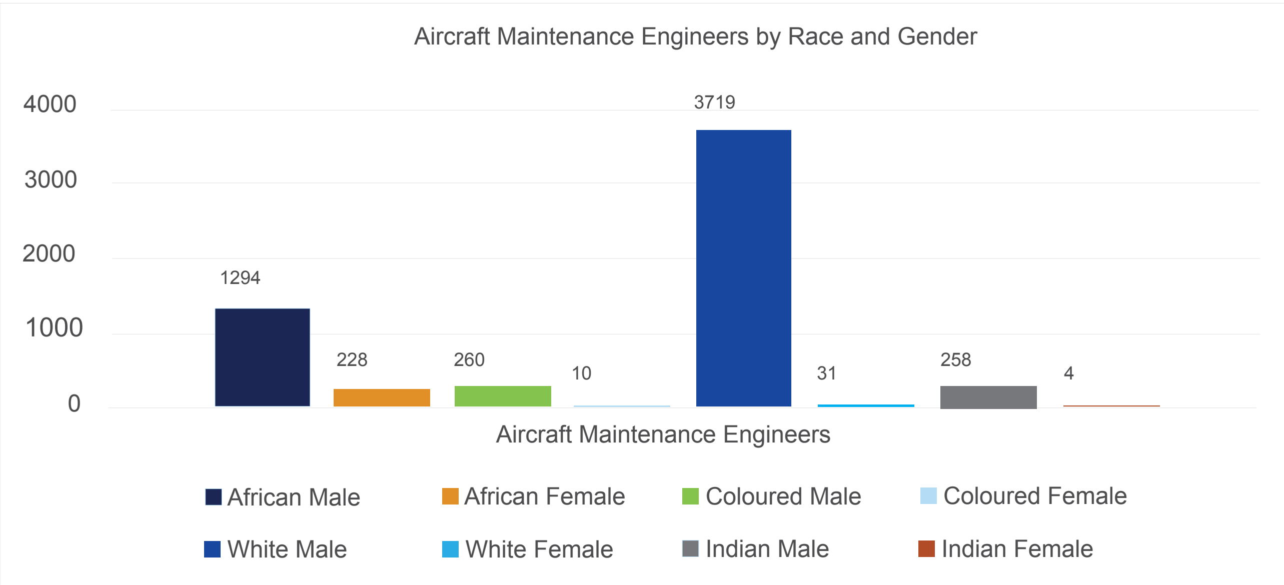
Table 1: SACAA Licence demographics, 2024/25

The graphs below present the licence holder demographics by category at the end of the financial year. The statistics include foreign nationals who possess South African pilot, aircraft maintenance engineer, cabin crew, and air traffic control licences.



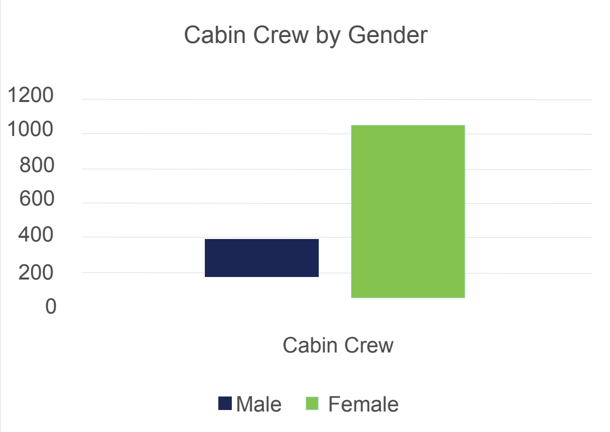
Graph 1: Licence Demographics by Race and Gender: 2024/25

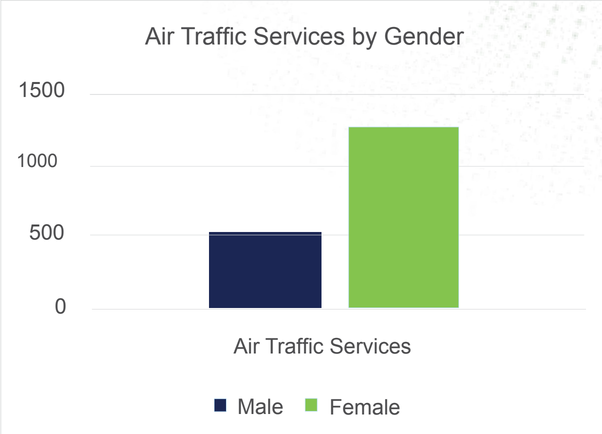
Similar trends are emerging for licenced Aircraft Maintenance Engineers, with only 228 African females recorded among an overall total of 5 531 licence holders.



Graph 2: Aircraft Maintenance Engineer Demographics by Race and Gender: 2024/25

This view significantly shifts when analysing the data for Air Traffic Services (ATS) and Cabin Crew, which are largely female-dominated – a trend consistent with the previous financial year's report.





Graph 3: Cabin Crew and ATS by Gender: 2024/25

3.2 Aircraft Registration

The table below details the status of the South African Aircraft Register for the period 1 April 2024 to 31 March 2025.

The number of Remotely Piloted Aircraft System (RPAS) continued in this reporting period, reaching 3 642 - up from 3 374 at the end of the 2023/24 financial year and 2 797 in 2022/23 financial year.

All aircraft registered in South Africa are now accounted for through a single source, the Enterprise Business System (EBS). Continuous improvements are being implemented to ensure that data is always accurate in real-time.

STATISTICS OF TYPE CERTIFIED AIRCRAFT (TC) VERSUS NON-TYPE CERTIFIED AIRCRAFT (NTCA) AND REMOTELY PILOTED AIRCRAFT (RPA)						
YEAR	MONTH	TYPE CERTIFIED AIRCRAFT (TC)	NON-TYPE CERTIFIED AIRCRAFT (NTCA)	REMOTELY PILOTED AIRCRAFT (RPA)	TOTAL AIRCRAFT	TYPE CERTIFIED AIRCRAFT (TC)%
2024	April	6481	6436	3402	16319	**39.71%**
2024	May	6477	6443	3440	16360	**39.59%**
2024	June	6473	6445	3473	16391	**39.49%**
2024	July	6471	6452	3501	16424	**39.39%**
2024	August	6482	6466	3599	16547	**39.17%**
2024	September	6480	6480	3672	16632	**38.96%**
2024	October	5859	6719	3487	16065	**36.47%**
2024	November	5861	6727	3518	16106	**36.39%**
2024	December	5864	6731	3526	16121	**36.37%**
2025	January	5866	6734	3573	16173	**36.27%**
2025	February	5865	6738	3610	16213	**36.17%**
2025	March	5864	6744	3642	16250	**36.09%**

Table 2: South African Aircraft Register: 2024/25

3.3 Key Policy Developments and Legislative Changes

3.3.1 Amendment of the Civil Aviation Act, 2009 (act no. 13 of 2009)

The Civil Aviation Amendment Act, 2021 (Act No. 22 of 2021) was enacted on 31 March 2022. The Amendment Act has not come into operation yet, pending a Proclamation by the President of the Republic of South Africa. During the reporting period, the process of developing regulations has been undertaken and is still in progress to give effect on the Amendment Act.

3.3.2 Promulgated Civil Aviation Regulations and Technical Standards

The following matters were approved for promulgation in this reporting period:

Item	Proposals approved for promulgation	Status
1.	Proposal for Passenger Safety Charge (PSC), User Fees and Fuel Levy were approved by Minister of Transport in concurrence with the Minister of Finance on 5 June 2024 at the Consumer Price Index (CPI) rate of 4.9% increase for financial year 2024/2025, CPI of 4.6% for financial year 2025/2026 and CPI rate of 4.6% for financial year 2026/2027.	The proposal was approved for promulgation.
2.	The 29th Amendment Regulation, 2024 was approved by Minister of Transport for promulgation on 13 June 2024 and published in the Government Gazette on 28 June 2024. The Twenty Ninth Amendment contains amendment of various provisions relating of the regulations.	The proposal was approved for promulgation.
3.	The 30th Amendment Regulations: Minister of Transport approved the regulation for promulgation on 8 August 2024 relating to increases in User Fees and PSC by CPI rate of 4.9% for financial year 2024/2025, published in the Government Gazette on 23 August 2024 and came into operation on 1 October 2024.	The proposal was approved for promulgation.
4.	The 31st Amendment Regulations consisting of regulations relating to the Civil Aviation Amendment Act, that includes Part 139 which relates CAP closure of ICAO findings, were approved by the Minister of Transport on 19 March 2025. It was published in the Government Gazette on 28 March 2025. The part of the 31st Amendment relating to the Civil Aviation Amendment Act will come into operation upon proclamation of the Civil Aviation Amendment Act by the President of the Republic of South Africa	The proposal was approved for promulgation.
5.	The Fifth Amendment on the Mortgaging of Aircraft Regulation, 2024, was approved for promulgation by the Minister of Transport on 15 April 2024. It was published in the Government Gazette on 2 May 2024 and came into operation on 1 June 2024.	The proposal was approved for promulgation.
6.	The 32nd Amendment Regulations that relates to the increases in User Fees and PSCs by CPI rate of 4.6% for the 2025/26 financial year were approved by the Minister of Transport. It was published in the Government Gazette on 28 February 2025 and came into effect on 1 April 2025.	The proposal was approved for promulgation.
7.	Fuel Levy increases were approved by the Director of Civil Aviation and published on 28 June 2024 following an approval by Minister of Transport in concurrence with the Minister of Finance. It came into effect on 1 August 2024.	The proposals were approved for promulgation.
8.	The Aviation Fuel Levy levied in terms of section (2)(2) of the Fuel Levy Determination of the South African Civil Aviation Levies Act, 1998 (Act No. 41 of 1998) providing for the imposition of Fuel Levy increase on the sale of aviation fuel for the 2025/26 financial year. It was approved by the Director of Civil Aviation and published on 28 February 2025 and came into effect on 1 April 2025.	The proposals were approved for promulgation.
9.	Notice on Fuel Levy incorporating the list of participants and persons obligated to pay aviation Fuel Levy as well as a list of airlines operating scheduled passenger flights (which are excluded from paying aviation fuel levy), was approved by the Minister of Transport and published in the Government Gazette on 28 March 2025, and came into effect on 1 May 2025.	The proposals were approved for promulgation.
10.	SA-CATS 2 of 2024 were approved by the Director of Civil Aviation on 27 March 2024. Part of the Technical Standards came into operation on the date of publication. Some parts came into operation with the promulgation of the 29th Amendment Regulation on 28 June 2024. SA-CATS 2 of 2024 contain provisions relating to Document SA-CATS 21, Document SA-CATS 67, Document SA-CATS 91, Document SA-CATS 113, Document SA-CATS 121, Document SA-CATS 135, Document SA-CATS 139 and Document SA-CATS 172.	The proposals were approved for promulgation.
11.	SA-CATS 1 of 2025, was approved by the Director of Civil Aviation and came into operation on 8 January 2025, it relates to the amendment of Technical Standard 121.07.13	The proposal was approved for promulgation.

Table 3: Regulation Proposals approved for Promulgation: 2024/25

3.3.2 Enforcement of compliance

In compliance with the Civil Aviation Regulations (CARs), the organisation has initiated the following enforcement steps against all non-compliant aviation personnel and operations.

PENALTIES			
NO	LICENCE CATEGORY	NUMBER	PENALTY AMOUNT
1	Designated Aviation Medical Examiner (DAME)	2	R20 000.00 (R10 000 +R10 000)
2	Air Operator Certificate holders	4	R96 000.00 (R24 000 + R24 000 +R24 000 + R24 000)
3	Regulated Agents	5	R136 000.00 (R112 000 + R24 000)
4	RPAS/DRONES	5	R132 000.00 (R82 000 + R10 000 + R40 000)
5	Aviation Training Organisations (ATO)	4	R96 000.00 (R24 000 + R72 000)
6	Aerodromes	1	R24 000.00
7	Private Pilot Licence (PPL) holders	3	R30 000.00 (R10 000 + R10 000 + R10 000)
8	National Pilot Licence (NPL) holders	2	R20 000.00 (R10 000 + R10 000)
9	Commercial Pilot Licence (CPL) holders	2	R20 000.00 (R10 000 + R10 000)
10	Foreign Operators	1	R48 000.00
11	Aviation Security Services Organisations (ASSO)	1	R24 000.00
TOTAL		**30**	**R646 000.00**

Warning and Verbal Counselling Letters	
Commercial Pilot Licence (CPL)	1
RPAS/Done Operators	2
Private Pilot Licence (PPL)	1
National Pilot Licence (NPL)	1
RPAS/Done Operators	4
An adventure company	1
DAME	1
Suspensions	
Aerodrome	2
Private Pilot Licence (PPL)	3
DAME	1
Disqualifications	
Student Pilot Licence (SPL)	1
Private Pilot Licence (PPL)	1
Commercial Pilot Licence (CPL)	1
Breakdown	
Grand Total of Penalties issued	**R646 000.00**
Grand Total of Penalties Paid	**R254 000.00**
Warning Letters	**5**
Verbal Counselling Letters	**7**
Suspensions	**6**
Disqualifications	**3**

Table 4: Enforcement of compliance, 2024/25

3.4 Progress towards the achievement of the SACAA's Impact and Outcomes

3.4.1 Strategic Outcome 1 – Strengthened Safety, Security and Environment Oversight System

3.4.1.1 ICAO Compliance – Aviation Safety

Between 2007 and 2023, South Africa was part of the ICAO Universal Safety Oversight Audit Programme-Continuous Monitoring Approach (USOAP-CMA) methodology evolution. In 2007, the State underwent a Comprehensive Systems Audit, and achieved 77.13%, followed by an ICAO Coordinated Validation Mission (ICVM) in 2013 where the State achieved 83.67%.

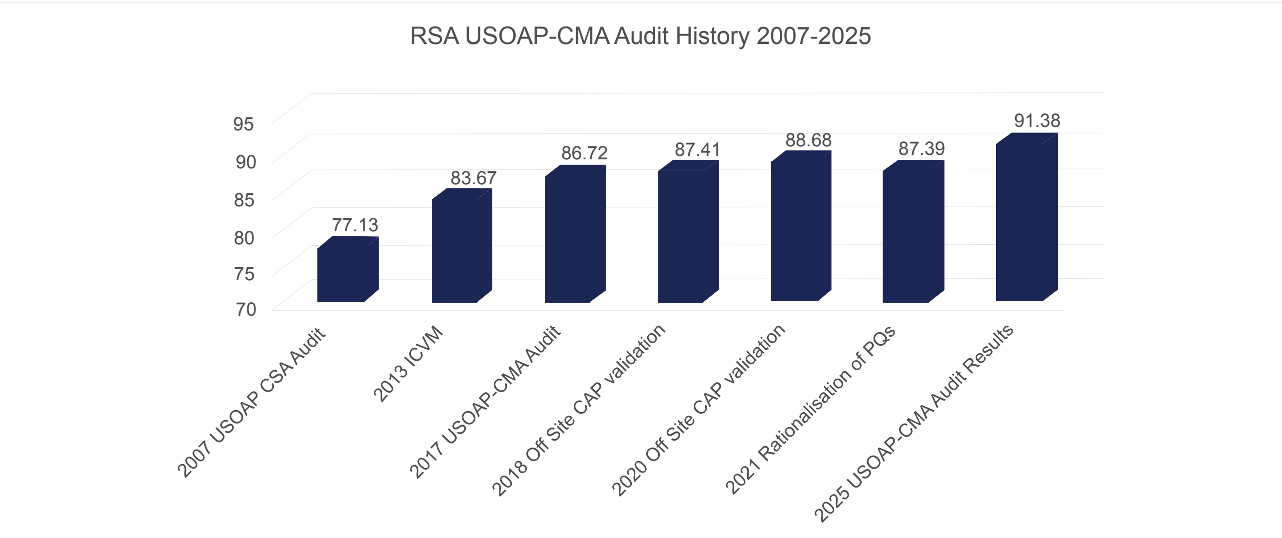
The ICVM occurred a year after the methodology had evolved from the Comprehensive Systems Audit (CSA) to USOAP-CMA. In 2017 and 2018, South Africa underwent a full scope audit and achieved 86.72% in the USOAP audit. In 2018 ICAO conducted an offsite validation of the CAP and South Africa's rating increased to 87.41%.

South Africa requested a full-scope audit for the second semester of 2023. The audit was conducted from 22 March to 3 April 2023, yielding a 91.11% EI across the eight Critical Elements (CEs) of a State's safety oversight system. At the time, these results positioned South Africa:

- 1st in the Africa–Indian Ocean (AFI) Region among 54 States, and
- Rated in the top 20 globally among 193 ICAO Member States.

In 2025, ICAO validated two CAP findings related to Air Navigation Services that saw South Africa's rating further improve to 91.38% at the end of this reporting period.

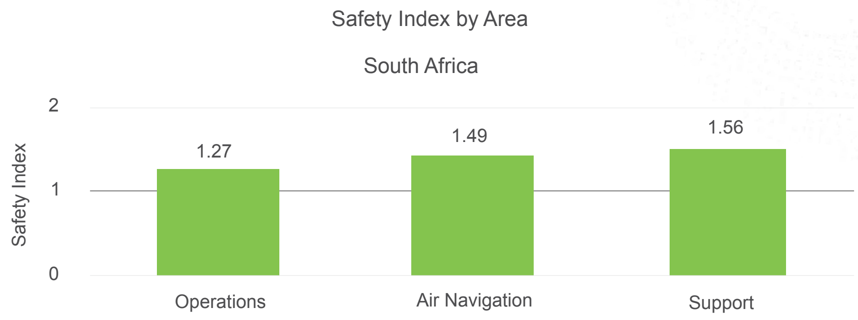
The Safety Index, a risk-based prioritisation of oversight capabilities, confirmed South Africa's regulatory system is proportionate to its traffic volume (Graph 4).



Graph 4: South Africa's USOAP-CMA Performance

3.4.1.2 South Africa's Safety Index

South Africa has a high Safety Index in all of the following three (3) areas:



Graph 5: South Africa's USOAP-CMA Performance

3.4.1.3 Implementation of the Regulatory Gap Analysis Project

At the beginning of 2024/25, the SACAA conducted a Gap Analysis to identify differences between national regulations and ICAO Standards and Recommended Practices (SARPs). ICAO's Online Framework (OLF) is used to record and monitor differences.

Annex 9 (Facilitation) falls outside SACAA's regulatory mandate as it spans multiple government departments and is therefore excluded from the analysis. Monitoring focuses only on SARPs within SACAA's regulatory control, with progress reports tracking submissions to CARCom.

The below table showcases progress in closing the gap through the development of regulatory proposals and submissions to CARCom for approvals:

GAP ANALYSIS DASHBOARD				
ANNEXES	PARTOR VOLUME	TOTAL NO. OF SARPS TO BE TRANSPOSED	TOTAL NO. OF SARPS APPROVED BY CARCOM	TOTAL NO. OF SARPS OUTSTANDING
Annex 1	All	0	0	0
Annex 2	All	0	0	0
Annex 3	All	0	0	0
Annex 4	All	0	0	0
Annex 5	All	0	0	0
Annex 6	Part i	6	0	6
	Part ii	1	0	1
	Part iii	26	4	22
Annex 7	All	0	0	0
Annex 8	All	0	0	0
Annex 10	Vol 1	0	0	0
	Vol 2	0	0	0
	Vol 3	0	0	0
	Vol 4	0	0	0
	Vol 5	0	0	0
Annex 11	All	1	0	1
Annex 12	All	0	0	0
Annex 13	All	0	0	0
Annex 14	Vol 1	27	9	18
	Vol 1	0	0	0
Annex 15	All	0	0	0

Annex 16	Vol 1	0	0	0
	Vol 2	0	0	0
	Vol 3	0	0	0
	Vol 4	14	14	0
Annex 18	All	5	2	3
Annex 19	All	5	0	1
		81	29	52
	TOTAL SARPS TO BE TRANSPOSED			**81**
	TOTAL NO. OF SARPS APPROVED at CARCom			**29**
	APP % Achieved			**35.80%**

Tables 5: The progress in closing the gap through the development of regulatory proposals

3.4.1.4 Risk-Based Oversight (RBO)

South Africa advanced significantly towards full RBO implementation during the reporting year, transitioning from compliance-based oversight to a data-driven, risk-focused model. RBO enables:

- Optimised resource allocation,
- Streamlined inspections, and Improved safety outcomes.

RBO is guided by five principles:

- Consistent Data Gathering from all operations,
- Performance Assessments with accountable managers,
- Sector-Based Grouping (e.g., small aerodromes, offshore helicopters),
- Informed Decision-Making for top risks, and
- Proportional Resource Allocation to areas of greatest safety need.

Since adopting RBO in 2021, the SACAA has been sector profiling and piloting new approaches. The next phase includes expanding to additional aviation entities and strengthening industry collaboration through workshops, dialogues, and a new RBO podcast series.

3.4.1.5 Aviation Medicine

ICAO: Tenth Africa Regional Meeting of the Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA)

ICAO appointed South Africa as a Technical Advisor for CAPSCA in 2009, a position that our State has been fulfilling since then. The last meeting was held from 19 to 22 November 2024 in N'Djamena, Republic of Chad, where aviation medicine and public health issues (communicable diseases, radiation and chemical accidents) that affect ICAO Member States were addressed. South Africa continues to participate in the CAPSCA Programme and the various working groups.

Aeromedical Committee cases presented in the 2024/25 financial year

The Director of Civil Aviation appoints a team of specialists from Gauteng medical schools to advice the SACAA's Medical Department on complex medical cases.

The Aeromedical Committee is an advisory body of medical, psychological, surgical, ancillary health and aviation industry experts charged with advising the SACAA on any medical risks of existing or prospective aviation personnel who are required in terms of the Civil Aviation Regulations (2011) to hold medical certificates. The team meets monthly to discuss the cases and an estimated total of 550 cases was discussed during this reporting period, with a majority relating to psychiatry, cardiology, neurology, surgery, amongst others.

Medical certification process in this reporting period

The SACAA is responsible for ensuring that licenced aviation personnel meet the medical fitness standards prescribed by the ICAO Annex 1 and the Civil Aviation Regulations (CAR) and CATS, as provided for in Part 67.

The Director of Civil Aviation may designate aviation medical examiners to perform medical examinations (DAME), or tests required for the issuing of medical certificates. After issuing a medical certificate or declining to issue a certificate, designated aviation medical examiners submit the documents to the Medical Department of the SACAA for verification. An estimated 7 000 medical examinations were verified by the SACAA in the reporting period.

Aerospace Medicine Course Certificate Course and Refresher Course

The SACAA has an agreement with Sefako Makgatho Health Sciences University in Pretoria where it runs a two-week certification course in Aerospace Medicine for doctors, nurses and other professionals. This results in them becoming designated aviation examiners in line with ICAO Annex 1 requirements.

The course is offered with various partners in the aviation industry and is attended by medical professionals from the various regions of the African continent. The course focuses on theory and practical aspect of aerospace medicine to ensure the prospective designated aviation medical examiners understand evidenced-based medicine, risk assessment, operational environment of aviation personnel (air traffic controllers, cabin crew and pilots). South Africa offers one of the oldest and well-recognised courses on the African continent. In this reporting period, the first course took place in April 2024 with the second course in February 2025.

The course focused on the following, but was not limited to:

- Altitude and Stressors of flight, Ophthalmology, Ear Nose and Throat conditions;
- Oncology and Haematological conditions in aviation;
- Endocrinology, Psychiatric, Cardiovascular, human factors, safety management, and other courses.

Industry plays a major role in supporting the SACAA by exposing the medical professionals to the aviation environment and the lectures are given by local and international experts. An estimated 60 doctors and other experts were trained and obtained Designated Aviation Medical qualifications. Examiners are required to undergo a refresher course every four years to ensure that they keep abreast of the latest best practices.

3.4.1.6 Zero Commercial Airline Fatalities

South Africa maintains a zero fatal accident rate in commercial airline operations over the past 38 years despite high traffic volumes.

In General Aviation (GA), however, 131 accidents were reported in 2024/25 compared to 113 in 2023/24. To address this, the SACAA and industry hosted General Aviation Accident Reduction Seminars (GAARS), complementing the General Aviation Safety Strategy (GASS) initiated in 2020/21.

In this reporting period, the SACAA alongside the industry embarked on General Aviation Accident Reduction Seminars (GAARS) that were aimed at enhancing safety knowledge and skills of individuals in the GA sector. These include pilots, aircraft maintenance engineers and instructors. The seminars are designed to address the root causes of GA accidents, particularly human factors, and provide valuable insights for improving safety practices. All these initiatives are a part of the comprehensive General Aviation Safety Strategy (GASS) that was first implemented in the 2020/21 financial year with a multi-pronged approach that includes robust pilot training, proactive risk management and leveraging technology to enhance safety. The GASS is part of a broader SACAA effort to improve aviation safety in South Africa, with a focus on both regulatory and industry oversight.
Three editions of the SKYwatch Safety Publication were released to further promote GA safety awareness.

3.4.1.7 ICAO Compliance – Aviation Security

In 2022, South Africa underwent an ICAO USAP-CMA audit, which identified 33 findings (8 SACAA-specific). Two CAPs were developed and submitted to ICAO, addressing both SACAA-specific and State-wide gaps.

ICAO's review in June 2024 confirmed that the CAPs adequately addressed all issues. As of year-end, implementation progress on SACAA-specific CAPs stood at 48%.

In March 2025, SACAA hosted an Aviation Security Forum with stakeholders (airports, airlines, cargo, training organisations) to address global aviation security challenges, review CAP progress, and prepare for the 2026/27 USAP-CMA audit.

3.4.1.8 South African participation in the 36th ICAO Aviation Security Panel

South Africa participated in the 36th session of the ICAO Aviation Security Panel in April 2025 in Montreal, Canada, where the State successfully presented two Working Papers that were welcomed and supported by the Panel. The papers were on the following subject matters: Reiterating the Importance of International Cooperation in Securing Aviation Globally and Bridging the Gap that Exist Between Training and Performance. The session brought together over 200 global experts to address emerging threats and enhance the global aviation security framework.

Key outcomes from the session included a call for Member States to regularly assess threat levels and update their National Civil Aviation Security Programs (NCASPs) in alignment with Annex 17 Amendment 18, which mandates 100% hold-baggage screening and strengthened quality control systems. The Panel also emphasised the importance of intelligence-led risk assessments, prompt reporting of Acts of Unlawful Interference (AUIs), and reinforced international cooperation.

The Panel supported the development of updated guidance on mitigating threats such as Man Portable Air Defence Systems (MANPADS), vehicle access control, and the integration of emerging technologies, including Artificial Intelligence. A task force was appointed to explore AI applications, alongside increased focus on cybersecurity and Unmanned Aircraft System (UAS) management.

3.4.1.9 Aviation Environmental Protection

The SACAA strengthened its environmental leadership through workshops and international collaborations, including:

- A State Action Plan briefing for Captains of Industry and a Sustainable Aviation Fuels panel at the National Aviation Conference (April 2024),
- ACT-CORSIA training for partner States (June 2024),
- A joint verification workshop with EASA (July 2024),
- Approval of Emission Monitoring Plans for the 2025 compliance year, and
- A State Action Plan workshop (March 2025) for focal points and operators.

South Africa continues to support CORSIA implementation, accreditation, and verification processes, positioning itself as a regional leader in sustainable aviation.

Additionally, South Africa participated in a feasibility study with ICAO on the Assistance, Capacity- building and Training for Sustainable Aviation Fuels (ACT-SAF) Programme, with an objective of enabling Member States to develop their full potential in Sustainable Aviation Fuel (SAF) development and deployment, in line with ICAO's "No Country Left Behind" Initiative.

In support of this initiative, approval was received from the Minister of Transport for ICAO to conduct a business implementation study in South Africa with the SACAA as the focal point for these SAF activities.

The study aims to highlight feedstocks and pathways for SAF production in South Africa, the Implementation Support and Financing needed, and an Action Plan for the State.

The study also aims to identify prospects for the establishment of a domestic SAF supply chain, indications of feedstock availability, viability of production pathways supplemented with sustainability and life-cycle assessments, as well as preliminary assessments of SAF production costs and market analysis.

Several stakeholders were engaged as part of the study in the fuel producing industry and in agriculture, with the study being completed in July 2025 post the reporting period.

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3.4.2 Strategic Outcome 2 – Financial Sustainability

The SACAA is funded through a users-pay system and is expected to be self-sustainable. During the reporting period, the SACAA developed a Financial Sustainability Plan focused on strengthening the financial performance of the regulator. The entity achieved all its targets in this plan. Included in these activities is a cost containment plan that ensures prudent spending and focuses on critical projects, amongst others.

The organisation is mandated to pay all suppliers within 30 days. This target was met in full for all valid invoices during the reporting period.

3.4.3 Strategic Outcome 3 – Human Capital

One of the most important assets of the organisation is its employees. The SACAA therefore invests heavily in the development of its employees and in creating a suitable pipeline of qualified and competent employees through various initiatives.

A dedicated section on the SACAA's activities focused on developing its employees, is covered comprehensively under Part D of this report. The following programmes contribute to both the transformation of the aviation industry and ensuring that there is a pipeline of qualified aviation and aviation-related skills in the market.

3.4.3.1 Learnership Programme

Four learners who participated in the System Development Learnership Programme successfully completed their training and were awarded certificates from MICSETA in February 2025.
The graduation event is being planned. Additionally, six learners living with disabilities are participating in two programs: Business Administration and Information Technology System Support.

3.4.3.2 Internship Programme

The organisation currently has 48 appointed interns. Human Resources (HR) is continuously monitoring the progress of all interns to ensure that they receive the required practical experience in line with their specific qualifications. The SACAA endeavours to appoint the interns where they meet the minimum qualification requirements and experience through the recruitment process to ensure that all interns are given a fair opportunity to compete for vacant permanent positions should they become available and should the interns meet the requirements.

3.4.3.3 Trainee Programme

The organisation currently has 18 appointed trainees, and one of these trainees, who started off as a Bursary student sponsored by the SACAA, has been appointed as an inspector in the Aviation Safety Operations Division after having completed all requirements of the positions including on-the-job-training. The entity will continue to appoint trainees, especially in areas where there is a scarcity and shortage of specific skills.

3.4.4 *Strategic Outcome 4 – Innovation and Technology Management*

Information and Communication Technology (ICT) remains one of the strategic drivers within the SACAA, supporting the achievement of the organisation's strategic outcome of ***Innovation and Technology Management***.

3.4.4.1 Shanduka Project

In this reporting period, the SACAA begun implementing the second phase of the Shanduka project, now known as Shanduka 2.0. This continues the organisation's automation journey that began in 2021.

Shanduka 2.0 will focus on the following key modules:

- **Electronic Content Management (ECM) System:** Managing all electronic transactions related to administrative and client-facing processes.
- **e-Services Portal:** Automating various application forms into electronic formats, allowing for the submission of supporting documents and electronic payments.
- **Procurement Management Automation:** Integrating business processes with the Central Supplier Database Application (CSD) and other internal systems.
- **Contract Management Automation:** Streamlining the contract management life cycle and integrating with internal systems, including a user-facing portal via the e-Services Portal.
- **Invoicing and Payment Engine:** Developing a system that integrates with our finance system and electronic payment gateway.
- **Travel Claims and Payment Approval Process:** Building a more efficient process for employee travel claims and approvals.

With Shanduka, we are embracing a wave of exciting automation initiatives designed to streamline operations and improve efficiency.

These include a convenient and practical technical library system that allows our technical departments to easily upload, view, search, and update manuals; an automated gift registry for employees to quickly declare gifts received from clients; and a convenient HR-managed helpdesk that is always ready to assist our internal stakeholders. As we continue to innovate, even more of our services will be automated, bringing us closer to a fully digital environment.

In addition to this, the entity has implemented an Obstacle Management System (OMS) in this period where service providers, companies and organisations are required to apply for assessment and approval by the Regulator for any proposed structures in the vicinity of an aerodrome. These structures may include, but are not limited to buildings, bridges, towers and similar developments.

The objective of this project is to develop a solution that will allow the public to submit applications for obstacle approval and make an online payment to the Obstacle Section. This ensures that standards promoting the safe conduct of civil aviation are consistently applied.

The OMS has been configured and deployed to the production environment and users were trained in January 2025. The users further requested that a credit facility be implemented as an additional payment method and an option for bulk payment, both of which have become critical to their application processes.

User Acceptance Testing (UAT) has been completed, and the system was deployed in the live environment.

3.4.4.2 Regulations Development and Exemptions System

From time to time, States receive ICAO State Letters proposing amendments, withdrawals or the introduction of new ICAO SARPs. In response, the relevant SACAA technical department is developing a regulatory proposal to incorporate the new standard or recommended practice into the CARs.

A member of the public, CARCom member or its affiliate (Proposers) may also submit proposals to amend the CARs, aiming to introduce new requirements to improve aviation operational safety or efficiency.

It is the intention of the SACAA to automate the current manual process to track and manage the receipt of proposals to amend the CARs. The objective remains to support the development and promotion of legally sound, enforceable, clear, and concise regulations. This business process will be rolled out in the next financial year.

3.4.5 Strategic Outcome 5 – Stakeholder Relations and Service Excellence

Stakeholder Management is central to the SACAA meeting its legislative mandate. According to King IV™ the organisation must adopt a stakeholder inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the entity over time.

Below are some of the programmes implemented by the organisation to keep stakeholders informed and engaged.

3.4.5.1 Stakeholder Engagements

SACAA embarked on the following Technical Workshops:

No.	Technical Workshop	Date	Venue	Feedback
1	Air Traffic Services DE Conference	30 April 2024	Cape Town	This event is a mandatory conference for ATS Designated Examiners for redesignation (Part 65.17.4). It was held successfully under the theme: *Mentoring for the future.* The conference content covered examinations, licensing, training and ATS.
2	AvSEC Training Instructors Security (ASTI) Workshop	8-10 May 2024	Southern Sun OR Tambo - Kempton Park	The purpose of the workshop was to capacitate Aviation Security Training instructors with the necessary skills and knowledge in preparation for the SACAA initial certification and re-certification. The AvSEC National Instructor Certification is a requirement as per the National Civil Aviation Security Programme.
3	Technical Guidance Material (TGM) Webinar	8 May 2024	Ms Teams, Virtual	The webinar was hosted successfully. Participants reviewed it positively and expressed a desire for ongoing engagement and interaction.
4	Cabin Crew Licencing conference	6 June 2024	SACAA Offices	The event was a success. The delegates appreciated the content of the presentations and enjoyed engaging with fellow instructors and examiners. The delegates enjoyed the open forum at the end of the workshop where they were free to address any issues or concerns about the content presented, or on-the-job issues.
5	SMS Inspectorate Workshop	13 June 2024	Microsoft Teams	The inspectors appreciated the content presented on Safety Management Systems. The host department was pleasantly surprised by the great turnout from the SACAA inspectors. The event was a success.
6	Engineer Designated Examiner Conference (EDE)	26 June 2024	The Premier Hotel - Midrand	The workshop was held to equip EDEs to achieve and maintain the highest standards of ethical practice in line with the International Civil Aviation Organization requirements. It also enabled the SACAA to advise or educate the industry on new developments.
7	Cabin Crew Licencing Conference	25 July 2024	SACAA Offices - Midrand	The event was a success. The conference covered Maintenance of Designation and Redesignation of CCI and CDE, Dangerous Goods, regulatory process and updates on Part 64 as well as regulatory updates on Part 141.
8	EASA CORSIA Workshop	29-31 July 2024	The Premier Hotel - Midrand	The workshop was aimed at training the National Accreditation Body (SANAS), assessors and potential verification bodies on CORSIA Standards for accreditation including criteria. It was attended by 27 delegates.
9	AvSEC ASTI Workshop	15 August 2024	Protea Hotel OT Tambo	The event had presentations on K9 handler awareness, Part 185 Enforcement Process, Cyber Security, and Human Factors. The feedback from delegates was positive.
10	Cabin Crew Licencing conference	22 August 2024	SACAA Offices	Presentations focused on the maintenance of designation and redesignation of Cabin Crew Instructor and Cabin Designated Examiners; Dangerous Goods; Part 141 and part 64.
11	Dangerous Goods and Cargo Forum	23 August 2024	Protea Hotel OR Tambo	The morning session of the programme focused on cargo matters such as challenges faced in cargo security, and lithium batteries. The afternoon session focused on the matters of drone safety, cyber security and Part 92 Regulations.
12	Certification OJT Workshop	27 September 2024	Birchwood Hotel & Conference Centre	The purpose of the workshop was to impart knowledge on the OJT personnel within the aviation security screening organisation which they then pass on to the newly recruited screeners. There were 7 organisations present including the SACAA: Securitas – 11; Fidelity KSIA – 1; RAPS k9 Law – 3; Airlink – 1; ACSA KSIA – 3; Eagle Eye – 13; SACAA – 7
13	Air Traffic Services - Designated Examiners Conference	28 September 2024	Protea Hotel, OR Tambo, Gauteng	The purpose of the conference was to provide recurrent training for the Air Traffic Services Designated Examiners. During the workshops representatives from different organisations shared their expertise on key topics such as organisational stressors in the VUCA world, different training environments, and mentorship programmes, amongst others.
14	RBO Industry Update Workshop	30 September 2024	Microsoft Teams	The workshop was to update the industry of the development of RBO, and the engagement will take place in Q3,
15	RBO & SMS Inspectorate Workshop	2 and 3 October 2024	Cedarwoods of Sandton	The presentations focused on the alignment of SMS and the SSP (State Safety Plan). Other presentations were on Occurrence Reporting, Safety Performance management, safety culture, RBO and the Management of Change. The workshop had an interactive segment where the Inspectors took part in a role-playing session, where they had to participate in a safety simulation. To complete the simulation, the Inspectors were broken up into two groups (SACAA and the Industry, and role played to resolve the safety issues).
16	Cabin Crew Conference	17 October 2024	SACAA, Building 2 Boardroom	The presentations focused on the maintenance of designation and redesignation of CCI and CDEs; from the AvSec Department presented Dangerous Goods; Part 141 and Part 64.

No.	Technical Workshop	Date	Venue	Feedback
17	SMS and RBO Workshop	22-23 October 2024	Capital Pearls Umhlanga Durban	The presentations focused on the alignment of SMS and the SSP (State Safety Plan). Other presentations were on Occurrence Reporting, Safety Performance management, safety culture, RBO and the Management of Change. The workshop had an interactive session where the industry members took part in a role-playing exercise (practical exercises), where they had to participate in a safety simulation. To complete the simulation, the members were broken up into two groups (SACAA and the Industry) and role played to resolve the safety issues. The event was a success. The feedback from delegates over the two days was positive.
18	SMS and RBO Workshop	29-30 October 2024	Premier Cape Manor, Cape Town	The presentations focused on the alignment of SMS and the SSP (State Safety Plan). Other presentations were on Occurrence Reporting, Safety Performance management, safety culture, RBO and the Management of Change. The workshop had an interactive session where the industry members took part in a role-playing exercise (practical exercises), where they had to participate in a safety simulation. To complete the simulation, the members were broken up into two groups (CAA and the Industry) and role played to resolve the safety issues. The event was a success. The feedback from delegates over the two days was positive.
19	Flight Procedure Design & Cartography Forum	01 November 2024	Protea Hotel - Midrand	This is an annual meeting that seeks to share information amongst Flight Procedure Design Organisations, Aeronautical Charting Service Providers and the SACAA regarding Technical Guidance matters and concepts of Flight Procedures Design
20	AvSEC Instructors Security Training (ASTI)	06-08 November 2024	Aha Kopanong Hotel & Conference Centre - Kempton Park	The purpose of the workshop was to capacitate Aviation Security Training instructors with the necessary skills and knowledge in preparation for the SACAA initial certification and re-certification. The AvSEC National Instructor Certification is a requirement as per the National Civil Aviation Security Programme.
21	ICAO Working Group on Air Cargo Safety	11-13 November 2024	Protea Hotel OR Tambo	South Africa hosted the 19th sitting of the ICAO Working Group on Air Cargo Security. The Working Group was attended by AvSEC Air Cargo Security experts from different states over 3 days. South Africa was elected as Vice-Rapporteur.
22	AvSEC ASTI Workshop	7 February 2025	SACAA Offices - Midrand	The event was a success and saved costs as it was hosted internally at the SACAA offices. The feedback from the delegates was generally positive.
23	SMS and RPBO Workshop	18 and 19 February 2025	Gallagher Convention Centre	The presentations focused on the alignment of SMS and the SSP (State Safety Plan). Other presentations were on Occurrence Reporting, Safety Performance management, safety culture, RBO and the Management of Change. The workshop had an interactive session where the industry members took part in a role-playing exercise (practical exercises), where they had to participate in a safety simulation. To complete the simulation, the members were broken up into two groups (SACAA and the Industry) and role played to resolve the safety issues. The event was a success. The feedback from delegates over the two days was positive.
24	AvSEC Aviation Security Forum	14 March 2025	Protea Hotel OR Tambo	The event was successfully hosted.
25	AvMED: Public Health Workshop with Industry	13 August 2024	Protea Hotel Sandton	The workshop focused on the Mpox Outbreak in South Africa. These workshops are attended by industry, airports, airlines, and others The presenters included, amongst others, World Health Organisation, SACAA, Departments of Health, National Institute of Communicable and specialists.
26	AvMED Public Health (Global outbreaks Mpox, Dengue, Marburg and passengers with disabilities)	13 November 2024	Virtual	The SACAA ,together with industry, hosted a workshop with public health experts to discuss the following global outbreaks of international concerns. Global Outbreak & Latest Amended WHO IHR, and Vector Control Ports of Entries. The public health events of concerns focused on the risk assessment and current outbreaks in SA such as Mpox, Marburg, Dengue, and other areas of concerns such as vector, the study of passenger manifest and the impact of POPIA and Contact Tracing of suspected passengers.

Table 6: 2024/25 Stakeholder Engagements

3.4.5.2 Regional Missions

In 2014, ICAO introduced the “No Country Left Behind” (NCLB) initiative aimed at helping developing states to implement ICAO’s Standards and Recommended Practises (SARPs).

The Regional Cooperation Strategy was developed and launched in 2019 to position South Africa as a partner to the Southern African Development Communities (SADC) Civil Aviation Authorities and assist with any training and mentorship to ensure that the aviation sector in the SADC region is developed.

To date, the SACAA has collaborated with more than 20 countries over the years, not just in the SADC region, but also in other regions within the continent. Since the commencement of the Strategy's implementation plan, the SACAA was involved in numerous "On the Job Training" (OJT) activities as well as technical and information exchange missions and programmes. Supported by its Technical Divisions.

During the reporting period, the SACAA collaborated with eSwatini, Seychelles, Namibia, Tanzania, Lesotho, Sierra Leone, Zambia, Senegal and SASO as per table below.

#	STATE	Quarter 1 Target	Quarter 1 Actuals	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual
SADC countries with valid MOUs									
1	Eswatini	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Completed On-the-job training on Dangerous Goods (14-19 April 2024) in Eswatini. Conducted benchmarking exercise on Enterprise-wide Risk Management in South Africa 27-28 June 2024	N/A	Flight Simulation Training Device (FSTD) OJT conducted from 9-18 September 2024 with SACAA PEL and 1 officer from ESWACAA in South Africa.	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Three missions completed between Quarters 1 and 2.	N/A	OJT Aerial Work for ESWACAA Inspector at SACAA offices from 10-25 February 2025 Audit Preparations Assistance by AVSEC in Eswatini from 19 Jan-4 Feb 2025
2	Tanzania	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	No requests received.	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Commenced Project Implementation – Phase 1 : TCAA : Project teams for AIR/ Flight Ops/ RPAS and AVSEC Cargo held meetings and Documentation (TGMs etc) sent to SACAA technical teams for review and gap analysis exercise.
3	Seychelles	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Completed OJT Training for 2x Aerodromes Inspectors in South Africa 18 -27 June 2024	N/A	AIID- co-hosted an AIID workshop in Seychelles (25-27 September 2024)	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Phase 2 of the AGA OJT completed in South Africa, SACAA Head Office and Eastern Cape-18-28 November 2024	N/A	N/A
4	Lesotho	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	No requests received.	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	No requests received.
5	Namibia	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	No requests received.	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	Namibia requested assistance with the EMPIC system. However, the SACAA team has indicated availability to assist in 2025/26 FY	N/A	Technical teams held meetings on 12 March 2025. Implementation will start in Q1 of the 2025/26 financial year.
6	Zimbabwe	N/A	N/A	N/A	N/A	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	CAAZ is currently under restructuring and has not identified any areas for assistance.	Conduct 1 Mission in line with the needs identified by the State and as per DCA approval	CAAZ is currently under restructuring and has not identified any areas for assistance.

a) **Ad hoc requests received during the financial year will be confirmed during the FY, depending on each request and resource availability;**
b) **All new requests will be catered for under this section of the report. (These missions emanate from SADC countries, non-SADC countries, AFCAC, ESAF, SASO, etc.)**

#	STATE	Quarter 1 Target	Quarter 1 Actuals	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual
7	Nigeria	N/A	N/A	Identify needs	No needs have been identified yet.	N/A	N/A	N/A	N/A
8	Sierra Leone	MOU in progress	MOU signed off on 24 June 2024. Concluded benchmarking on 25 June 2024.	N/A	N/A	Identify needs	Sierra Leone is not available for assistance currently, even though the needs were identified.	N/A	The inception meeting was held on 7 March 2025.
9	São Tomé and Príncipe	MOU in progress	MOU not yet signed	N/A	N/A	Identify needs	No needs have been identified yet.	N/A	N/A
10.	Zambia	Zambia requested assistance with preparations for its upcoming ICAO Audit (PEL/DG/OPS)	South Africa sent a team (ICAO Compliance & DG) to assist Zambia CAA from 20 to 28 May 2024. The mission was concluded successfully, and a second leg is planned.	N/A	South Africa sent a team (ICAO Compliance & DG) to assist Zambia CAA with audit preparations on 10-25 July 2024. The mission was concluded successfully Zambia assistance – Benchmarking for Enterprise-Wide Risk	N/A	N/A	N/A	Zambia requested the SACAA Enterprise risk procedures document/ manual for benchmarking implementation. The documents were sent to the ZCAA on 3 March 2025.
11.	Botswana	N/A	N/A	Botswana Cabin Technical Assistance-CAAB Certification	A team from SACAA went to Botswana to assist the Botswana CAA on a Cabin Technical Assistance Mission (8-13 September 2024).	N/A	N/A	N/A	N/A
12.	SASO/IATA Dangerous Goods Training	SASO & IATA requested to partner with SACAA to host a DG workshop for the SADC Region.	The workshop took place successfully from 6-10 May 2024. Countries represented: South Africa, Namibia, DRC/Malawi/ Tanzania/ Zimbabwe/ Eswatini/Angola/ Mozambique	N/A	N/A	N/A	N/A	N/A	N/A
12.	SASO/IATA Dangerous Goods Training	SASO & IATA requested to partner with SACAA to host a DG workshop for the SADC Region.	The workshop took place successfully from 6-10 May 2024. Countries represented: South Africa, Namibia, DRC/Malawi/ Tanzania/ Zimbabwe/ Eswatini/Angola/ Mozambique	N/A	N/A	N/A	N/A	N/A	N/A

#	STATE	Quarter 1 Target	Quarter 1 Actuals	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual
13	Senegal	N/A	N/A	N/A	N/A	N/A	Achieved 4x Inspectors assisted onsite at the Senegal ANACIM Head Office – 28 October – 1 November 2024	N/A	N/A
14.	UK CAA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The UK CAA requested a benchmarking exercise with Legal and Aviation Compliance (SARPs Implementation). This exercise was completed virtually on 3 March 2025.

Table 7: Regional Cooperation Missions, 2024/25

3.4.5.3 **Transformation Initiatives**

The SACAA continues to create awareness among high school learners about aviation and the various opportunities available for them after they matriculate. Below are career awareness outreach campaigns undertaken in this 2024/25 financial year.

(i) Career Awareness Outreach

The SACAA Career Awareness Programme remains a critical initiative to create country-wide awareness of aviation as a career option but also to demystify aviation among predominantly previously disadvantaged communities.

Over this reporting period, the SACAA reached 94 980 learners through school visits and career exhibitions where learners got an opportunity to expand their knowledge further on various career opportunities that they can explore within this dynamic aviation sector.

This is a huge improvement from the 73 522 that were reached in the 2023/24 financial year and the nearly 40 000 learners in predominantly rural establishments of this country that were recorded in the 2022/23 financial year.

NO	SCHOOL VISITS, CAREER EXPO AND EXHIBITIONS	DATE	PROVINCE	NO OF SCHOOLS REACHED	NO OF LEARNERS REACHED
1	Ntswane Secondary School career exhibition	03 April 2024	Gauteng	01	900
2	Think & Feel Right Career Exhibition	19 April 2024	Limpopo	09	2000
3	SACAA 25 Years Anniversary Celebration and Airshow	20 April 2025	Gauteng	08	400
4	Ministerial Shova Kalula Programme	26 April 2024	Eastern Cape	-	-
5	Deputy Minister Shova Kalula Programme	29 April 2024	Eastern Cape	10	-
6	SAAF Museum Career Expo and Air show	3-4 May 2024	Gauteng	24	1 818
7	Univen Career Expo	6-10 May 2024	Limpopo	156	12 541
8	MASA 4th annual career expo	11 May 2024	Limpopo	13	1 896
9	Deputy Minister Shova Kalula Bicycle Handover Event	17 May 2024	KwaZulu-Natal	8	266
10	Shovakalula Bicycle Handover and Ministerial Imbizo	22 May 2024	Mpumalanga	39	*10 000 (est)
11	Capricorn TVET College Career Expo	6 June 2024	Limpopo	1	137
12	SACAA Limpopo Aviation Youth Show – Youth Month Celebration	11-13 June 2024	Limpopo	25	454
13	Polokwane Career Exhibition and Airshow	28-29 June 2024	Limpopo	50	1 236
14	ATNS National Winter School Programme	4 July 2024	Gauteng	9	22
15	St Thomas Secondary Career Expo	12 July 2024	Eastern Cape	6	168
16	Lanseria's Nelson Mandela Day Career Expo	18 July 2024	Gauteng	6	300
17	Bethlehem Schools Visits	15-19 July 2024	Free State	15	1823
18	Rhodesfield Open Day	20 July 2024	Gauteng	1	160
19	KwaDukuza Schools Visits	21-27 July 2024	KwaZulu-Natal	15	2 600
20	National Science Week Expo	29 July 2024- 2 August 2024	Mpumalanga	151	13 378
21	Lusikisiki Schools Visits	4-8 August 2024	Eastern Cape	16	1 385
22	Ermelo, Piet Retief and Secunda schools visit	12-16 August 2024	Mpumalanga	15	4 534
23	AIU General Assembly Outreach Programme 2024	12 -16 August 2024	Western Cape	70	23 761
24	TETA/WUBA Holdings Career Expo	28-29 August 2024	KwaZulu-Natal	2	611
25	Madibeng District Kasi2Kasi	2-6 September 2024	Northwest	14	1 361
26	We Wot/Blue Chip Career Expo	14 September 2024	Gauteng	9	200
27	AAD 2024 YDP	18-22 September 24	Gauteng	67	1 800
28	SAPS Hamburg Peddie Career Expo	3 October 2024	Eastern Cape	10	1 092
29	Newcastle Airshow & Career Expo	5 October 2024	KwaZulu-Natal	21	1 500
30	OTM Airport Show and Tell	10,11 and 16 October 2024	Gauteng, Mpumalanga, Eastern Cape, Western Cape, Free State & KwaZulu-Natal	30	450
31	Mkhuze Airport Career Expo	17 October 2024	KwaZulu-Natal	2	171
32	Sci Bono Career Expo	23-25 October 2024	Gauteng	4	720
33	International Civil Aviation Day (ICAD) Celebration & Career Expo	6-7 December 2024	Northern Cape	14	650
34	White River Schools Visits	4-6 February 2025	Mpumalanga	12	1 253
35	Kuruman Schools Visits	11-14 February 2025	Northern Cape	10	1 528
36	DM Shova Kalula	17 February 2025	KwaZulu-Natal	10	430
37	OR Tambo Schools Visits	17-19 February 2025	Eastern Cape	10	2 500
38	DM Shova Kalula	7 March 2025	KwaZulu-Natal	10	850
39	ATNS Lab Handover	27 March 2025	Limpopo	1	85
40	SACAA 25 Year Anniversary Celebration and Airshow	20 April 2024	Gauteng	8	400
41	SACAA Limpopo Aviation Youth Show – Youth Month Celebration	11-13 June 2024	Limpopo	25	454
42	Ntswane Secondary School career exhibition	3 April 2024	Gauteng	01	900
43	Think & Feel Right Career Exhibition	19 April 2024	Limpopo	09	2 000
44	SAAF Museum Career Expo and Air show	3-4 May 2024	Gauteng	24	1 818
45	MASA 4th annual career expo	11 May 2024	Limpopo	13	1 896
46	Deputy Minister Shova Kalula Bicycle Handover Event	17 May 2024	KwaZulu-Natal	8	266
47	Shovakalula Bicycle Handover and Ministerial imbizo.	22 May 2024	Mpumalanga	39	10 000
48	Capricorn TVET College Career Expo	6 June 2024	Limpopo	1	137
49	Polokwane Career Exhibition and Airshow	28-29 June 2024	Limpopo	50	1 236
	Totals			1 431	114 087

Table 8: School Visits, Career Expos and Exhibitions, 2024/25

**** This an estimated figure of leaners provided for the event***

(ii) Bursary Scheme

Aviation as a career is still inaccessible to many young South Africans. Among the barriers to entry is the cost of training which automatically excludes economically disadvantaged South Africans who cannot afford it. The SACAA Bursary Scheme aims to create opportunities for young South Africans to enter the aviation industry by providing funding to academically deserving individuals who would otherwise not afford the high cost of training.

The programme, implemented in 2013, is growing from strength to strength. As of this reporting period, it has benefited 113 young South Africans. The impact of the bursary scheme contributes to building a pipeline of young, qualified aviators. It focuses on aeronautical engineering, piloting, and aircraft maintenance.

At the end of this 2024/25 financial year, there is a total of 38 students in the bursary program. Eight of these students are Aeronautical Engineering students, ten (10) are Aircraft Maintenance students and 20 are Pilot students.

The breakdown is detailed below:

Institution of Learning	Study Programme	Year of Study	Comments
Aeronautical Engineering			
Wits University	Aeronautical Engineering	2 x 4th Year 2 x 3rd year 4 x 2nd Year	Eight students are currently progressing well with their studies. All Eight students have written their final year examinations.
Pilot Cadets			
Central Flight Academy	Pilot Cadets	4 x CPL	Four students successfully converted their EASA Pilot Licences and obtained South African Commercial Pilot Licences (CPL). Three have joined the FlySafair Cadetship Programme, while the fourth, from the South African Aviation Academy, was also accepted into the programme.
Loutzavia	Pilot Cadets	1 x PPL	One student is enrolled at Loutzavia and progressing well with the Night Rating phase of her training. The student was scheduled to move to Starlite Aviation, the contracted flight school from May 2025
Blue Chip	Pilot Cadet	1 x CPL	One student is enrolled at Blue Chip Aviation and has completed her Night Rating phase and has written six of her CPL examinations. The student is progressing well with her training and is also continuing with her CPL hour building.
Eagle Air	Pilot Cadet	1 x PPL	There is one student enrolled at Eagle Air and is progressing well with the Night Rating phase of her training. Her Night Rating Skills test has been rescheduled to take place in April. The student will move to Starlite Aviation, the contracted flight school, to continue her training from 1 May 2025.
Starlite Aviation	Pilot Cadet	1 x CPL	One student is yet to go for his Night Rating test. His training had been delayed by the rainy weather earlier in the year. He had however written five of his CPL Examinations in the meantime and has flown a total of 138.4 hours.
		1 x CPL	One student has successfully passed eight out of the ten CPL examinations and has continued to build his flight hours. He has flown a total of 168.9 hours.
		2 x CPL	• One (1) other student has also continued with building her hours for the Multi-Engine Instrument Rating (Multi IF) and successfully passed her CPL flight test. She is now fully enrolled for her Instructors Rating and was scheduled to complete her training in May. • The final student was scheduled to do her final CPL Skills test in April 2025, subject to favourable weather conditions and the availability of the Designated Flight Examiners. She has in the meantime started her ground school training on the Instructors Rating Programme.
43 Air School	Pilot Cadet	1 x ATPL	There is one student who is enrolled at 43 Air School for the integrated Airline Transport Pilot's Licence (ATPL) programme. The student has enrolled for the two-week Multi-Crew Cooperation (MCC) in February and is progressing well.
Ecole Nationale Aviation Civile (ENAC)	Pilot Cadet	8 x Frozen ATPL	There are eight students enrolled at ENAC for their pilot training. Seven of the eight students are progressing well with their practical training thus far. They will be starting phase two of their practical training in April 2025. The remaining student did not receive a class 1 medical certificate and the SACAA is currently exploring alternatives with the student.
Aircraft Mechanical Engineering			
Aircraft Mechanical Engineering (AME) Apprentice Programme	Aircraft Maintenance Engineering Apprentice	5x Practical training 5 x busy with theoretical training	There are ten students in this programme. Below is the summary of their progress: • One student doing her practical training at FlySafair in Durban. The student is currently busy with her trade test preparation and will be writing her exam in April 2025. • Two students are currently doing their practical training at Airlink and progressing well. • One student is doing his practical training at FlySafair in Kempton Park and progressing well. • One student is doing her practical training at Execujet in Lanseria and progressing well. • One student is doing his practical training at Cemair. • Four students are busy with their theoretical phase at MATA and are progressing well.

Table 9: Bursary Recipients at the end of the 2024/25 financial year

4. SACAA'S PERFORMANCE INFORMATION

4.1 Overview of Organisational Performance

According to the PFMA, the SACAA is a scheduled 3A public entity. In terms of this Act, the Regulator submits an Annual Performance Plan (APP) to the Minister of Transport for approval. The entity committed to implement a total of 25 activities and has achieved all the planned targets resulting in a 100% achievement.

The SACAA is reporting an unqualified audit outcome with a material finding related to two targets namely, State Safety Programme and Risk-Based Oversight Model. The AGSA audit confirmed that the organisation achieved all the activities in these targets however there is a misalignment in the measurements of these two targets. The finding relates to the misalignment of the percentages between the target in the APP and the activities in the project plan and not the performance against the plan.

The SACAA achieved 39 out of the 40 SACAA specific targets and achieved all the governance targets. This translates to an overall 97.5% of the planned targets.

This is the final year of implementing the 2020/21 - 2024/25 Five-year Strategic Plan. Out of the five years, the SACAA achieved 100% in three of the five years and achieved 96% and 97.5% in the other two years. This excellent performance places the SACAA as one of the top achievers in the public sector.

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
Outcome 1: Strengthened Safety, Security and Environment oversight system														
1	SSP project plan developed.	State Safety Programme project plan developed.	State Safety Programme project plan developed and approved by ExCo.	The State Safety Programme project plan has been developed and was approved by ExCo.	N/A	N/A	N/A	N/A	N/A	N/A	The State Safety Programme project plan was developed.	N/A	N/A	
2	Percentage SSP implemented.	State Safety Programme project plan developed.	N/A	N/A	30% of the SSP project plan implemented for approval by ExCo and report progress to the Board.	0% of the SSP project plan has been implemented. The report was approved by ExCo. Progress was reported to the Board.	50% of the SSP project plan implemented for approval by ExCo and report progress to the Board.	25% of the SSP project plan was implemented. The report was approved by ExCo. Progress was reported to the Board.	80% of the SSP project plan implemented for approval by ExCo and progress to the Board.	100% of the SSP project plan implemented and approved by ExCo. Progress was reported to the Board.	100% of the SSP project plan implemented.	The project plan for the SSP project was revised in the middle of the FY because ICAO revised the PQs which impacted the audit areas to be self-assessed and audited by ICS. The organisation changed course to align to the new PQs and was able to conduct the self-assessment and ICS was able to audit all the new audit areas.	N/A	
3	RBO model reviewed.	RBO model reviewed.	Review the RBO model for approval by ExCo.	The review of the RBO model was concluded and will be submitted to ExCo in July 2024. Progress was reported to ExCo.	N/A	The review of the RBO model was reviewed and approved by ExCo.	N/A	N/A	N/A	N/A	The review of the RBO model was reviewed.	N/A	N/A	
4	Percentage Risk-based oversight model implemented	80% of the RBO model implemented.	N/A	N/A	30% of the Risk-based Oversight model implemented for approval by ExCo and report progress to Board.	25% of the RBO model was implemented and approved by ExCo. Progress was reported to the Board.	50% of the Risk-based Oversight model implemented for approval by ExCo and report progress to the Board.	31,3% of the RBO model was implemented and approved by ExCo. Progress was reported to the Board.	80% of the Risk-based Oversight model implemented for approval by ExCo and report progress to the Board.	93.7% same as Q4 of the RBO model was implemented and approved by ExCo. Progress was reported to Board.	93,7% of the RBO model was implemented	The organisation considered that there were activities which depended on operators making data available. The data was availed timely and training was conducted.	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
5	Percentage ICAO USAP CMA CAP implemented.	95% of the CAA-specific ICAO USAP CMA CAP resolved	70% of the CAA-specific ICAO USAP CMA CAP resolved	75% of the CAA-specific ICAO USAP CMA CAP was achieved	80% of the CAA-specific ICAO USAP CMA CAP resolved	87,5% of the CAA-specific ICAO USAP CMA CAP was achieved.	95% of the CAA-specific ICAO USAP CMA CAP resolved.	100% of the CAA-specific ICAO USAP CMA CAP was achieved.	N/A	N/A	100% of the CAA-specific ICAO USAP CMA CAP was achieved.	N/A	N/A.	
6	USAP CMA audit preparedness plan developed	Develop a USAP CMA audit preparedness plan.	N/A	N/A	N/A	N/A	N/A	N/A	Develop a USAP CMA audit preparedness plan for DCA approval.	USAP CMA audit preparedness plan developed and approved and approved by the DCA.	USAP CMA audit preparedness plan was developed.	N/A	N/A	
7	Percentage SACAA-specific ICAO USOAP CMA SACAA specific CAP implemented.	80% of the SACAA-specific ICAO USOAP CMA CAP implemented.	20% of the SACAA-specific ICAO USOAP CMA CAP, implemented for approval by ExCo and progress reported to the Board.	25% of the SACAA -specific ICAO USOAP CMA CAP has been implemented and approved by ExCo. The progress was reported to Board.	40% of the SACAA-specific ICAO USOAP CMA CAP, implemented for approval by ExCo and progress reported to the Board.	34% of the SACAA -specific ICAO USOAP CMA CAP has been implemented and approved by ExCo. The progress was reported to Board.	60% of the SACAA-specific ICAO USOAP CMA CAP, implemented for approval by ExCo and progress reported to the Board.	63% of the SACAA -specific ICAO USOAP CMA CAP has been implemented and approved by ExCo. Progress was reported to the Board.	80% of the SACAA-specific ICAO USOAP CMA CAP, implemented for approval by ExCo and progress reported to the Board.	90% of the SACAA -specific ICAO USOAP CMA CAP has been implemented and approved by ExCo. Progress was reported to the Board.	90% of the SACAA-specific ICAO USOAP CMA CAP was implemented and approved by ExCo. Progress was reported to the Board.	The organisation closed more findings than planned.	N/A	
8	AAM concept document	Advanced Air Mobility concept document developed and approved by ExCo.	N/A	N/A	Draft Advanced Air Mobility concept document and submit to ExCo for comments.	Draft Advanced Air Mobility concept document was submitted to ExCo for comments.	N/A	N/A	Advanced Air Mobility concept document developed for approval by the ExCo	Advanced Air Mobility concept document was developed and approved by ExCo.	Advanced Air Mobility concept document was developed and approved by ExCo.	N/A	N/A	
9	RPAS roadmap developed	RPAS roadmap developed and approved by ExCo	N/A	N/A	RPAS roadmap developed and submitted to ExCo for comments.	RPAS roadmap was developed and was submitted to ExCo for comments.	N/A	N/A	RPAS roadmap developed and submitted to ExCo for approval.	RPAS roadmap was developed and approved by ExCo.	RPAS roadmap was developed and approved by ExCo.	N/A	N/A	
10	GA Safety Strategy project plan developed.	Year 5 of 5 of the GA Safety Strategy project plan developed.	Develop the Year 5 of 5 of the GA Safety Strategy project plan for approval by ExCo.	The Year 5 of 5 of the GA Safety Strategy project plan was developed and approved by ExCo.	N/A	N/A	N/A	N/A	N/A	N/A	Year 5 of 5 of the GA Safety Strategy project plan was developed.	N/A	N/A	
11	Percentage GA Safety Strategy implemented.	100% of Year 5 of 5 of the GA Safety Strategy targets implemented.	N/A	N/A	30% of Year 5 of 5 of the GA Safety Strategy targets implemented for approval by ExCo and report progress to the Board.	30,7% of the GA Safety Strategy was implemented and approved by ExCo. Progress was reported to the Board.	70% of Year 5 of 5 of the GA Safety Strategy targets implemented for approval by ExCo and report progress to the Board.	62% of Year 5 of 5 of the GA Safety Strategy targets implemented and approved by ExCo. Progress was reported to the Board.	100% of Year 5 of 5 of the GA Safety Strategy targets implemented for approval by ExCo and report progress to the Board.	100% of Year 5 of 5 of the GA Safety Strategy targets implemented and approved by ExCo. Progress was reported to the Board.	100% of Year 5 of 5 of the GA Safety Strategy targets was implemented.	N/A	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
Outcome 2: Optimised Financial Sustainability														
12	Financial Sustainability Plan developed.	Financial Sustainability Plan developed.	Financial Sustainability Plan developed for approval by the ExCo and Board.	The Financial Sustainability Plan was developed and approved by ExCo and the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Financial Sustainability Plan was developed.	N/A	N/A	
13	Percentage Financial Sustainability Plan implemented.	Percentage Financial Sustainability Plan implemented.	N/A	N/A	30% of the Financial Sustainability Plan activities implemented for approval by ExCo and progress reported to the Board.	53% of the Financial Sustainability Plan activities were implemented and approved by ExCo. The progress was reported to the Board.	60% of the Financial Sustainability Plan activities implemented for approval by ExCo and progress reported to the Board.	70.6% of the financial sustainability plan implemented and approved by ExCo. Progress was reported to the Board.	90% of the Financial Sustainability Plan activities implemented for approval by ExCo and progress reported to the Board.	100% of the financial sustainability plan implemented and approved by ExCo. Progress was reported to the Board.	100% of the Financial Sustainability Plan activities were implemented.	A number of the targets are dependent on external parties such as the approval of ENE and MTEF budgets, the processing of tariff increases and the retention of surpluses. These were approved on time with no delays.	N/A	
Outcome 3: Optimised Human Capital														
14	Human Capital Plan developed.	Y4 of 5 Human Capital Plan developed.	Develop Y4 of 5 of the Human Capital Plan for approval by ExCo and report progress to Board.	The Y4 of 5 of the Human Capital Plan was developed and was approved by ExCo. The progress was reported to the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Y4 of 5 Human Capital Plan was developed.	N/A	N/A	
15	Percentage Human Capital Plan implemented.	95% of Y4 of 5 of the Human Capital Plan implemented.	20% of Y4 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	35% of Y4 of 5 of the Human Capital Plan was implemented and approved by ExCo . Progress was reported to the Board.	50% of Y4 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	52% of Y4 of 5 of the Human Capital Plan was implemented and approved by ExCo. The Progress was reported to the Board.	70% of Y4 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	70% of Y4 of 5 of the Human Capital Plan was implemented and approved by ExCo. The Progress was reported to the Board.	95% of Y4 of 5 of the Human Capital Plan implemented for approval by ExCo and report progress to Board.	95% of Y4 of 5 of the Human Capital Plan was implemented and approved by ExCo. . The Progress reported was reported to the Board.	95% of Y4 of 5 of the Human Capital Plan was implemented.	N/A	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
Outcome 4: Optimised Innovation and Technology Capability														
16	ICT implementation plan developed.	ICT Implementation Plan developed	Develop the ICT implementation for approval by the ExCo and report progress to Board.	The ICT Implementation Plan has been developed and approved by ExCo and the Board.	N/A	N/A	N/A	N/A	N/A	N/A	ICT Implementation Plan was developed and approved by ExCo. Progress was and the Board.	N/A	N/A	
17	Percentage ICT plan implemented.	90% of Year 2 of 3 of the ICT Plan implemented.	N/A	20% of the ICT plan was implemented and approved by ExCo. Progress was reported to the Board.	30% of Year 2 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.	42,9% of Year 2 of 3 of the ICT Plan has been implemented and approved by ExCo. Progress was reported to the Board.	60% of Year 2 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.	56.25% of Year 2 of 3 of the ICT Plan has been implemented and approved by ExCo. Progress was reported to the Board.	90% of Year 2 of 3 of the ICT Plan implemented for approval by ExCo and report progress to Board.	97% of Year 2 of 3 of the ICT Plan has been implemented and approved by ExCo. Progress was reported to the Board.	97% of Year 2 of 3 of the ICT Plan implemented and approved by ExCo. Progress was reported to the Board.	The ICT plan had to be revised due to the Minister's directive to return FOP services to the Department. The plan was therefore revised and approved by the Board. This enabled the organisation to achieve most of the planned targets.	N/A	
18	A project plan based on the Landscape analysis recommendations develop	A project plan based on the recommendations of the landscape analysis report developed	Draft Project Plan based on the recommendations from the Landscape analysis report developed for approval by ExCo.	The Project Plan based on the recommendations from the Landscape analysis report was developed and approved by ExCo.	N/A	The Project Plan based on the recommendations from the Landscape analysis report was developed and approved by ExCo.	N/A	N/A	N/A	N/A	A project plan based on the recommendations of the landscape analysis report was developed.	N/A	N/A	
19	Percentage of the project plan based on the Landscape analysis recommendations implemented.	80% of the project plan based on the Landscape analysis recommendations implemented.	N/A	N/A	30% of the project plan based on the Landscape analysis recommendations implemented.	Implementation has not commenced due to the project plan being submitted to Exco for approval.	50% of the project plan based on the Landscape analysis recommendations implemented.	25% of the project plan based on the Landscape analysis recommendations implemented and approved by ExCo.	80% of the project plan based on the Landscape analysis recommendations implemented.	100% of the project plan based on the Landscape analysis recommendations implemented and approved by ExCo.	100% of the project plan based on the Landscape analysis recommendations was implemented.	The project activities included targets that involved external parties, and these were achieved before the end of the FY.	N/A	
Outcome 5: Improved Stakeholder Engagement and Service Ex cellence														
20	Project plan developed Stakeholder Management Plan.	Stakeholder Management Plan project plan developed.	Develop the SMP project plan for approval by ExCo and report progress to Board.	The SMP Project Plan was developed and approved by ExCo. Progress was reported the Board.	N/A	N/A	N/A	N/A	N/A	N/A	The SMP Project Plan was developed and approved by ExCo. Progress was reported the Board.	N/A	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
21	Percentage Stakeholder Management Plan implemented.	100% of Year 5 of 5 of the Stakeholder Management Plan implemented.	25% of Year 5 of 5 of the SMP implemented, for approval by ExCo and report progress to Board.	20% of Year 5 of 5 of the SMP was implemented and approved by ExCo. Progress is reported to Board.	50% of Year 5 of 5 of the SMP implemented, for approval by ExCo and report progress to Board.	50% of Year 5 of 5 of the SMP was implemented and approved by ExCo. Progress was reported to the Board.	75% of Year 5 of 5 of the SMP implemented, for approval by ExCo and report progress to Board.	76,3% of Year 5 of 5 of the SMP was implemented and approved by ExCo. Progress was reported to the Board.	100% of Year 5 of 5 of the SMP implemented, for approval by ExCo and report progress to Board.	100% of Year 5 of 5 of the SMP was implemented and approved by ExCo. Progress was reported to the Board	100% of Year 5 of 5 of the Stakeholder Management Plan was implemented.	N/A	N/A	
22	Client Satisfaction Survey recommendations project plan developed.	Client Satisfaction Survey recommendations project plan developed.	Develop a project plan on the Client Satisfaction Survey recommendations for approval by ExCo and report progress to Board.	The Client Satisfaction Plan has been developed and approved by ExCo. Progress was reported to the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Client Satisfaction Survey recommendations project plan was developed.	N/A	N/A	
23	Percentage Client Satisfaction Survey recommendations implemented.	100% of Client Satisfaction Survey recommendations implemented.	25% of the Client Satisfaction Survey plan implemented for approval ExCo and report progress to Board.	17% of the Client Satisfaction Survey plan has been implemented and approved by ExCo. Progress was reported to the Board.	50% of the Client Satisfaction Survey plan implemented for approval ExCo and report progress to Board.	26% of the Client Satisfaction Survey plan has been implemented and approved by ExCo. Progress was reported to the Board.	75% of the Client Satisfaction Survey plan implemented for approval ExCo and report progress to Board.	52% of the Client Satisfaction Survey plan has been implemented and approved by ExCo. Progress was reported to the Board.	100% of the Client Satisfaction Survey plan implemented for approval ExCo and report progress to Board.	100% of the Client Satisfaction Survey plan has been implemented and approved by ExCo. Progress was reported to the Board.	100% of Client Satisfaction Survey recommendations were implemented.	N/A	N/A	
24	Transformation Plan annual project developed.	Transformation Plan annual project developed.	Develop the Transformation Plan annual project for approval by ExCo and report progress to Board.	The Y2 of 3 Transformation Plan was developed and approved by ExCo. Progress was reported to the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Transformation Plan annual project was developed.	N/A	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
25	Percentage Transformation Plan project implemented.	90% of Year 2 of 3 of the Transformation Plan project implemented.	25% of Year 2 of 3 of the Transformation Plan project implemented for approval by ExCo and progress reported to the Board.	25% of the Transformation Plan is achieved and approved by ExCo. Progress was reported to the Board. .	50% of Year 2 of 3 of the Transformation Plan project implemented for approval by ExCo and progress reported to the Board.	44% of the Transformation Plan was achieved and approved by ExCo. Progress was reported to the Board.	70% of Year 2 of 3 of the Transformation Plan project implemented for approval by ExCo and progress reported to the Board.	78% of the Transformation Plan was achieved and approved by ExCo. Progress was reported to the Board.	90% of Year 2 of 3 of the Transformation Plan project implemented for approval by ExCo and progress reported to the Board.	97% of the Transformation Plan was achieved and approved by ExCo. Progress was reported to the Board.	97% of Year 2 of 3 of the Transformation Plan project was implemented.	The targets related to recruitment of trainees have external dependencies which may impact the achievement or not of the plan. Career fairs are external events which may or may not materialise and hence the target was set at 90%. These targets were achieved successfully by the end of the FY.	N/A	
26	Regional Cooperation Plan developed.	Regional Cooperation Plan developed.	Develop a Regional Cooperation Plan for approval by ExCo.	The Regional Cooperation Plan was developed and approved by ExCo.	N/A	N/A	N/A	N/A	N/A	N/A	Regional Cooperation Plan was developed.	N/A	N/A	
27	Percentage Regional Cooperation Plan implemented.	100% of Year 3 of 3 of the Regional Cooperation Plan implemented.	N/A	N/A	40% of Year 3 of 3 of the Regional Cooperation Plan implemented for approval by ExCo.	55% of Year 3 of 3 of the Regional Cooperation Plan has been implemented and approved by ExCo.	60% of Year 3 of 3 of the Regional Cooperation Plan implemented for approval by ExCo.	75% of Year 3 of 3 of the Regional Cooperation Plan has been implemented and approved by ExCo.	100% of Year 3 of 3 of the Regional Cooperation Plan implemented for approval by ExCo.	100% of Year 3 of 3 of the Regional Cooperation Plan has been implemented and approved by ExCo.	100% of Year 3 of 3 of the Regional Cooperation Plan was implemented and approved by ExCo.	N/A	N/A	
28	International relations framework developed	International Relations framework developed.	Consult with internal stakeholders on the development of an IR framework	Internal consultations on the IR framework were not completed during the quarter. Progress report was approved by ExCo.	Consult with external stakeholders on the development of an IR framework	Consultation with internal stakeholders have been concluded. Consultation with the DOT also took place during the quarter. The rest of the external stakeholders will be consulted in the next quarter. Progress report was approved by ExCo.	Draft International relations framework and submit to ExCo for comments.	Consultation with External stakeholders took place and their comments be integrated in the draft IR framework.	Submit the International Relations Framework to ExCo for approval.	International Relations framework was developed and approved by ExCo.	International Relations framework was developed.	N/A	N/A	

No	Annual Performance Indicator	Annual Targets	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
Outcome 6: Sustained Good Governance and Organisational Effectiveness														
29	Unqualified audit outcome by AGSA.	Unqualified audit with no material findings achieved.	N/A	N/A	Unqualified audit with no material findings achieved.	Unqualified audit with a material finding related to two targets in the Performance Information audit.	N/A	N/A	N/A	N/A	Unqualified audit outcome with a material finding related to two performance information targets.	The AGSA raised a material finding on the AOPO in relation to the definition of two targets during the planning stage.	A corrective action plan to close the finding will be developed for implementation in the 2025/26 FY	
30	Percentage AG audit findings closed.	100% of AG audit findings resolved.	N/A	N/A	Develop a corrective action plan for approval by ExCo and Board.	The organisation achieved an Unqualified opinion with no material findings Progress was reported to ExCo and the Board.	Close 50% of audit findings for approval by ExCo and Board.	The organisation achieved an Unqualified opinion with no material findings Progress was approved by ExCo and the Board.	Close 100% of audit findings for approval by ExCo and Board.	The organisation achieved an Unqualified opinion with no material findings Progress was approved by ExCo and Board.	The organisation achieved an Unqualified opinion with no material findings	N/A	N/A	
31	Percentage of ISO audit major findings resolved.	95% of major ISO audit findings due in the FY resolved.	30% of the major ISO audit findings closed in the FY for approval by ExCo.	No major findings were raised in the audits during the period under review. 30% of the target is achieved. The progress report was approved by ExCo.	50% of the major ISO audit findings closed in the FY for approval by ExCo.	50% of the major findings target was achieved. The progress report was approved by ExCo.	70% of the major ISO audit findings closed in the FY for approval by ExCo.	No major findings were raised. 70% of the target has been met. The progress report was approved by ExCo.	95% of the major ISO audit findings closed in the FY for approval by ExCo.	No major findings were open as at the end of March 2025 and therefore 100% of the target has been met. The progress report was approved by ExCo.	No major findings were open as at the end of March 2025 and therefore 100% of the target has been met.	There were no outstanding major ISO audit findings because none were raised during Q4.	N/A	
32	Percentage of significant Internal Audit findings resolved.	95% of Internal Audit significant findings due resolved.	30% of Internal Audit significant findings due resolved for approval by ExCo	There were no Internal Audit significant findings due for the period under review. 30% of the target was achieved. The progress report was approved by ExCo.	50% of Internal Audit significant findings due resolved for approval by ExCo.	50% of the Internal Audit significant findings due have been resolved. The progress report was approved by ExCo.	70% of Internal Audit significant findings due resolved for approval by ExCo.	No significant internal audit findings were dure for the quarter under review. 70% of the target has been met. The progress report was approved by ExCo.	95% of Internal Audit significant findings due resolved for approval by ExCo.	100% of significant internal audit findings due have been resolved during the period under review. The progress report was approved by ExCo.	100% of Internal Audit significant findings due were resolved.	All significant findings that were raised were due to be closed post the current FY. Therefore, there were no open significant internal audit findings.	N/A	

Table 10: Organisational Performance Information, 2024/25

4.2 Targets and Actual Achievements

	ACHIEVED
	IN PROGRESS
	NOT ACHIEVED
	NOT YET DUE/ FUTURE TARGET

Governance Targets- 2024/25 APP

No	Output Indicator	Annual Target	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
1	Value of wasteful and fruitless expenditure incurred per case.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case during the period under review. Progress was reported to exco and the Board.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board	Zero cases of fruitless and wasteful expenditure incurred above R500k per case during the period under review. Progress was reported to ExCo and the Board	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case during the period under review. Progress was reported to ExCo and the Board.	Report on the status of wasteful and fruitless expenditure cases to ExCo and Board.	Zero cases of fruitless and wasteful expenditure incurred above R500k per case during the period under review. Progress was reported to ExCo and the Board	Zero cases of fruitless and wasteful expenditure were incurred above R500k per case.	N/A	N/A	
2	Value of irregular expenditure incurred per case.	Zero cases of irregular expenditure incurred above R500k per case.	Report on the status of irregular expenditure cases to ExCo and Board.	Zero cases of irregular expenditure incurred above R500k per case. Progress was reported to ExCo and the Board.	Report on the status of irregular expenditure cases to ExCo and Board.	Zero cases of irregular expenditure incurred above R500k per case. Progress was reported to ExCo and the Board.	Report on the status of irregular expenditure cases to ExCo and Board.	Zero cases of irregular expenditure incurred above R500k per case. Progress was reported to ExCo and the Board.	Report on the status of irregular expenditure cases to ExCo and Board.	Zero cases of irregular expenditure incurred above R500k per case. Progress was reported to ExCo and the Board.	Zero cases of irregular expenditure were incurred above R500k per case.	N/A	N/A	
3	Percentage of suppliers paid within 30 days.	95% of invoices paid within 30 days of valid invoices received by Finance.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	100% of invoices were paid within 30 days of valid invoices received by Finance. The progress report was approved by ExCo. Progress was reported to the Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	100% of invoices were paid within 30 days of valid invoices received by Finance. The progress report was approved by ExCo. Progress was reported to the Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	99% of invoices were paid within 30 days of valid invoices received by Finance. The progress report was approved by ExCo. Progress was reported to the Board.	Pay 95% of all invoices within 30 days of receipt of a valid invoice submitted to Finance for approval by ExCo and report progress to Board.	98% of invoices were paid within 30 days of valid invoices received by Finance. The progress report was approved by ExCo. Progress was reported to the Board.	98% of invoices were paid within 30 days of valid invoices received by Finance.	N/A	N/A	

No	Output Indicator	Annual Target	Quarter 1 Target	Quarter 1 Actual	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	Quarter 4 Target	Quarter 4 Actual	Annual actual	Reason for Variance	Corrective Action Taken for any deficiencies	Status
4	Percentage Parliamentary Questions responded to.	100% of Parliamentary questions responded to.	100% of Parliamentary questions responded to and a progress report approved by ExCo.	No parliamentary question was processed during the period under review. 100% of the target was therefore achieved. Progress report was approved by ExCo.	100% of Parliamentary questions responded to and a progress report approved by ExCo.	No parliamentary question was processed during the period under review. 100% of the target was achieved. Progress was approved by ExCo.	100% of Parliamentary questions responded to and a progress report approved by ExCo.	100% of parliamentary questions were processed during the period under review. Progress report was approved by ExCo.	100% of Parliamentary questions responded to and a progress report approved by ExCo.	100% of the Parliamentary Questions were responded to during quarter 4. Progress report was approved by ExCo.	100% of Parliamentary questions were responded to.	N/A	N/A	
5	Forensic Fraud and Corruption Annual plan developed and approved by the Board.	Forensic Fraud and Corruption Annual plan developed.	Forensic Fraud and Corruption Annual plan developed and approved by the Board.	The Fraud and Corruption Prevention Plan for 2024/25 has been developed and approved by the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Forensic Fraud and Corruption Annual plan was developed.	N/A	N/A	
6	Percentage of the Forensic Fraud and Corruption annual plan implemented.	95% of the Forensic Fraud and Corruption Annual Plan implemented	N/A	24% of the Forensic Fraud and Corruption annual plan was implemented. Progress was reported to ExCo and the Board	45% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.	50% of the Forensic Fraud and Corruption annual plan was implemented. Progress was reported to ExCo and the Board	75% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.	71% of the Forensic Fraud and Corruption annual plan was implemented. Progress was reported to ExCo and the Board	95% of the Forensic Fraud and Corruption Annual Plan implemented and report to ExCo and Board.	97% of the Forensic Fraud and Corruption annual plan was implemented. was reported to ExCo and the Board	97% of the Forensic Fraud and Corruption Annual Plan was implemented.	N/A	N/A	
7	Ethics Plan developed and approved by the Board.	Ethics Plan developed and approved by the Board.	Ethics Plan developed and approved by the Board.	The Ethics plan was developed and approved by the Board.	N/A	N/A	N/A	N/A	N/A	N/A	Ethics Plan was developed and approved by the Board.	N/A	N/A	
8	Percentage Ethics Plan implemented.	95% of the Ethics Plan activities implemented.	N/A	25% of the Ethics plan has been implemented. The progress report was approved by ExCo. Progress was reported to the Board.	45% of the Ethics Plan activities implemented and report progress to the Board.	41% of the Ethics Plan activities have been implemented. The progress report was approved by ExCo. Progress was reported to the Board	75% of the Ethics Plan activities implemented and report progress to Board.	75% of the Ethics Plan activities have been implemented. The progress report was approved by ExCo. Progress was reported to the Board	95% of the Ethics Plan activities implemented and report progress to Board.	100% of the Ethics Plan activities have been implemented. The progress report was approved by ExCo. Progress was reported to Board.	100% of the Ethics Plan activities were implemented.	N/A	N/A	

Table 11 Governance Targets, 2024/25

Positive variances above 5 % must be read to mean that the organisation was able to achieve future targets in the project plan. If the target of over 100% is achieved an explanation will be given. Negative variances will be explained for each target not met.

4.3 Master Surveillance and Oversight Plan (MOSP)

As a safety and security regulator, the SACAA conducts surveillance and oversight inspections on operators from across all audit areas. The following tables provide a comprehensive analysis of the MOSP activities per technical area.

4.3.1 Aviation Safety Operations (ASO) MOSP

The MOSP cumulative performance for Aviation Safety Operations (ASO) is reflected in the following table. The year-to-date performance against the ASO MOSP is reflected in the table below. The ASO MOSP has exceeded its target, achieving 102.07%.

The Southern Regional Office (SRO) MOSP reached 86.13% of its target in this reporting period.

LEGEND:	
(green)	COMPLETE / TARGET ACHIEVED
(yellow)	IN PROGRESS
(red)	INCOMPLETE
(blue)	DUE AT A LATER DATE

AVIATION SAFETY OPERATIONS MOSP 2024/2025

	MOSP Annual Target					Q1 Target		Q1 Actual		Q2 Target		Q2 Actual		Q3 Target		Q3 Actual		Q4 Target		Q4 Actual		YTD STATUS
	Operations	Renewal Target	Renewal Act.	Surv Target	Surv Act.	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
1	High/L Air Operators	61	56	21	19	8	9	6	3	20	5	22	8	15	2	14	2	18	5	14	6	91.46%
2	Aerial Work Air Operators	91	81	18	18	28	2	25	2	16	7	15	7	14	8	13	7	33	1	28	2	90.83%
3	RPAS Operators	65	61	14	13	18	4	16	4	20	3	19	3	17	3	16	3	10	4	10	3	93.67%
4	Foreign Air Operators	N/A	N/A	62	72	N/A	12	N/A	19	N/A	18	NA	20	N/A	18	N/A	6	N/A	14	N/A	27	116.13%
5	Special Air Events, Airshows and Other	NA	NA	12	16	NA	3	NA	5	NA	3	NA	5	NA	3	NA	3	NA	3	NA	3	133.33%
6	General Aviation Ramp Inspections (Part 91 & 94),	NA	NA	150	171	NA	40	NA	45	NA	38	NA	47	NA	40	NA	43	NA	32	NA	36	114.00%
7	Recreation Aviation Airfield & Site Inspections	NA	NA	40	53	NA	6	NA	12	NA	11	NA	14	NA	10	NA	12	NA	13	NA	15	132.50%
8	Commercial NTCA AOC (Part 96)	5	6	8	10	2	1	1	1	0	4	1	5	1	3	2	3	2	0	2	1	123.08%

AVIATION SAFETY OPERATIONS MOSP 2024/2025						Q1		Q1		Q2		Q2		Q3		Q3		Q4		Q4		YTD STATUS
MOSP Annual Target						Target		Actual		Target		Actual		Target		Actual		Target		Actual		
	Operations	Renewal Target	Renewal Act.	Surv Target	Surv Act.	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
9	Aviation Recreational Organisations (Part 149)	12	11	11	12	2	1	1	0	3	5	3	6	1	2	2	3	6	3	5	3	100.00%
10	Design Organisations (ADO)	8	8	8	7	1	1	1	0	2	2	2	3	3	1	2	1	2	4	3	3	93.75%
11	Aircraft Maintenance Organisations (AMO)	234	232	187	187	55	41	55	41	70	48	70	48	48	48	46	48	61	50	61	50	99.52%
12	Manufacturing Organisation (AMORG)	19	17	19	17	5	5	2	5	3	7	6	7	4	4	4	4	7	3	5	1	89.47%
13	Designated Airworthiness Representatives (DAR)	8	8	8	8	2	0	1	0	1	5	2	5	2	1	1	0	3	2	4	3	100.00%
	TOTAL	503	480	558	603	121	125	108	137	135	156	140	178	105	143	100	135	142	134	132	153	102.07%

Table 12: ASO MOSP, 2024/25

AVIATION SAFETY OPERATIONS MOSP 2024/2025 - SRO Cape Town						Q1		Q1		Q2		Q2		Q3		Q3		Q4		Q4		YTD STATUS
MOSP Annual Target						Target		Actual		Target		Actual		Target		Actual		Target		Actual		
	Operations	Renewal Target	Renewal Actual	Surveillance	Surveillance Actual.	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
1	High/L Air Operators	9	8	9	11	3	1	4	2	0	5	0	1	1	3	2	8	5	0	2	0	105.56%
2	Aerial Work Air Operators	18	18	6	6	4	1	4	1	1	3	1	3	7	2	7	2	6	0	6	0	100.00%
3	RPAS Operators	32	25	6	9	7	3	6	4	7	2	4	2	11	1	9	1	7	0	6	2	89.47%
4	Aircraft Maintenance Organisations (AMO)	50	40	43	32	15	8	12	6	14	13	10	7	7	10	8	9	14	12	10	10	77.42%
	SRO TOTAL	109	91	64	58	29	13	26	13	22	23	15	13	26	16	26	20	32	12	24	12	86.13%

Table 13: ASO SRO Cape Town, 2024/25

ASO MOSP Deviations

No	Notes	
1.		**General Aviation Ramp Inspections (Part 91 & 94)** **Oversight and Surveillance** • Three (3) additional ad-hoc inspections were conducted at Wonderboom Airport, Grand Central Airport, and Rand Airport respectively, to improve safety. **Commercial NTCA AOC (Part 96)** **Renewal** • A Part 96 AOC holder which was previously allocated to the SRO was handed over in December 2024 to the GA Organisation section, and this renewal was conducted in the same month at the V&A Waterfront – Cape Town. **Aviation Recreation Organisations (Part 149)** **Surveillance** • A renewal audit planned at South African Hang Gliding and Paragliding Association (SAHPA), or January 2025 was conducted in December 2024. **Recreational Aviation Operations and Sites** • Two (2) additional inspections were conducted at Zandspruit and Gariep in November 2024
2.	FLIGHT OPERATIONS (FOD)	**Aerial Work Section** **Aerial Work – Part 101** **Renewal** • KwaZulu-Natal Nature Conservation Services (Part 101): Operator has not applied for renewal. **Aerial Work – Part 127** **Renewal** • AXT Aviation (Part 127): The operator has not applied for renewal and requested for the AOC to be dormant until further notice. **Surveillance** • Air Ambulance Health Services: Surveillance re-scheduled for January 2025. **Foreign Air Operators** • EL AL Israel Airline (FOP): Due to ongoing conflict, flights to South Africa have been suspended indefinitely
3.		Airworthiness Design Organisations (ADO) Renewals Aerodesigns Africa audit was postponed due to the client's failure to submit their renewal application. Aircraft Maintenance Organisations (AMO) Renewals Dassault Aviation Business Service SA and GE Company USA opted not to renew their approval.
4.		**Aircraft Maintenance Organisations (AMO)** **Part 145** **Surveillance** • Cook Aero: The operator ceased operations.

ASO MOSP Deviations (continued)

No	Note
5.	**General Aviation Department** **General Aviation Ramp Inspections (Part 91 & 94)** • An additional oversight was conducted at Brakpan Airfield. **Commercial NTCA AOC (Part 96) Renewal** • An additional renewal audit was conducted at Premier Aviation. **Surveillance** The following Part 96 holders received new approvals, prompting additional audits. • Premier Aviation • Orca **Recreational Aviation Operations and Sites** An additional audit was conducted at the following recreational sites: • Sunderland Ridge • Wonderboom **Special Air Events, Airshows** One additional Airshow oversight was conducted at Saldanha airfield.
6.	**Flight Operations** **High Low-Capacity AOC Holders Section** **Renewals** • Airlink Part 135 has ceased operations. • Owen Air Part 135 ceased operations • Junox 300 Part 135 has discontinued its operations. • The Comair Flight Services audit, initially scheduled for March, was postponed to April 2025 **Surveillance** • Ultimate Airways Part 135 has ceased operations. • The Air-Tech Global audit, originally scheduled for March, was deferred to April 2025 due to operational commitments required to fulfil the ICAO CAP.
	Aerial Work Part 101 **Renewal** The following operators have ceased corporate operations and are in the process of transitioning to commercial operations: • Gert Sibande • Kelvin Air Operator • Bridging Digital Divide KwaZulu • Natal Nature Conservation Services • SANBS Part 101 ceased operations
7.	**Aerial Work – Part 127** **Renewal** The following operators ceased operations • King Air Charters • Necor Trust • AXT Aviation • Mafoko • T-Jet helicopters **Aerial Work – Part 135** **Renewal** The following operators ceased operations: • Ghaap Aviation • Springbok Airsprayers • Flying Ambulance/Aerocare • Wooding Geospatial • Aviation @ Work

ASO MOSP Deviations (continued)

8.	**Airworthiness Department** **Aviation Design Organisations (ADO)** **Renewals** • Hensoldt voluntarily surrendered its approval. **Surveillance** • Hensoldt voluntarily surrendered its approval before the scheduled surveillance audit.
9.	**Aircraft Manufacturing Organisation (AMORG)** **Renewals** The following manufacturing organisations surrendered their approvals during this financial year: • Rainbow Skyreach • Hensoldt **Surveillance** The following organisations surrendered their approval this financial; therefore, their surveillance audits were not done. • FM Filters • Hensoldt
10.	**SOUTHERN REGIONAL OFFICE (SRO)** **Part 101 Renewals** The following operators ceased operations: • Drone Pilot School • Cairn UAS Division • Dronepix • Hensoldt • Nelson Mandela University • Sky high Solutions **PART 145 Renewals** The following operators ceased operations due to financial constraints: • Aquilla Air Services • Standard Aero • Cook Aero • Titan offshore • Douglas Aviation • Safran Aircraft Engines • Progress Aviation.

Table 14: ASO MOSP Deviations, 2024/25

4.3.2 *Aviation Security MOSP*

The Aviation Security MOSP is reflected in the following table for the financial year ending on 31 March 2025. The organisation achieved 108% against the Master Surveillance Plan deliverables year to date.

LEGEND:	
(green)	COMPLETE / TARGET ACHIEVED
(yellow)	IN PROGRESS
(red)	INCOMPLETE
(blue)	DUE AT A LATER DATE

AVIATION SECURITY MOSP 2024/2025																						
Strategic Objective	MOSP Annual Target					Q1 Target		Q1 Actual		Q2 Target		Q2 Actual		Q3 Target		Q3 Actual		Q4 Target		Q4 Actual		STATUS
	Operations	*Renewal Target	Renewal Actual.	**Surv Target	Surv Actual	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
Strengthened safety, security and Environment oversight system	Airports and Airlines (Scheduled)	24	24	331	333	6	88	6	90	8	85	8	82	9	85	9	87	1	73	1	74	101%
	Non-Scheduled Airlines	68	96	0	1	11	0	8	0	20	0	32	0	15	0	20	1	22	0	36	0	143%
	Regulated Agents and Known Consignors	119	121	156	190	63	24	60	28	28	33	35	36	15	52	12	65	13	47	14	61	113%
	Dangerous Goods	193	179	260	292	49	77	48	90	46	80	41	71	39	55	37	75	59	48	53	56	104%
	Training Organisations	24	15	60	90	9	13	3	26	9	13	7	24	3	20	3	20	3	14	2	20	125%
	Screening Organisations	27	33	60	60	8	18	8	15	7	15	11	20	9	13	11	15	3	14	3	10	107%
	Total MOSP Activities	**455**	**468**	**867**	**966**	**146**	**220**	**133**	**249**	**118**	**226**	**134**	**233**	**90**	**225**	**92**	**263**	**101**	**196**	**109**	**221**	**108%**

Table 15: Aviation Security MOSP, 2024/25

****Renewal – New Approvals and Renewal Audits***

****** Surveillance – Surveillance and Follow Up audits (includes addressing of safety and security concerns)***

*****% are actuals against planned for the financial year to date.***

AvSec MOSP Deviations

Notes	
Scheduled Operators.	MOSP performance is tracked at 101% against planned activities. The variance of 2 inspections is due to airlines that resumed operations that were not planned for.
Non-Scheduled Operators.	MOSP performance is tracking at 143% against planned activities. The variance of 29 inspections is due to the addition of Part 127 to the scope of oversight, which was not initially included in the 2024/25 MOSP.
Regulated Agents & Known Consignors.	MOSP performance is currently at 113% against planned activities. The variance of 36 inspections is due to new applications, follow-up inspections as well as AOC inspections.
Dangerous Goods.	MOSP performance is currently at 104% against planned activities. The variance of 18 inspections is due to additional surveillance inspections that were conducted.
Training Organisations.	MOSP performance is tracking at 125% against planned activities. The variance of 21 inspections is due to requests for additional instructor evaluations and site verifications that were not planned for.
Screening Organisations.	MOSP performance is tracking at 107% against planned activities. The variance is due to 6 additional surveillances that were conducted.

Table 16: Aviation Security Deviations, 2024/25

4.3.3 *Aviation Safety Infrastructure (ASI) MOSP*

The ASI MOSP performance for the 2024/25 financial year is at 106% for the year to date.

LEGEND:	
(green)	COMPLETE / TARGET ACHIEVED
(yellow)	IN PROGRESS
(red)	INCOMPLETE
(blue)	DUE AT A LATER DATE

AVIATION SAFETY INFRASTRUCTURE MOSP 2024/25																					
Strategic Objective	MOSP Annual Target					Q1 Target		Q1 Actual		Q2 Target		Q2 Actual		Q3 Target		Q3 Actual		Q4 Target		Q4 Actual		YTD STATUS
Strengthened safety, security and environment oversight system	Operations	*Renewal Target	Renewal Acc.	**Surv Target	Surv Acc.	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
	Air Traffic Services	24	24	24	27	6	6	5	7	6	5	6	5	7	6	7	6	5	7	5	9	106%
	Aerodromes	21	22	20	28	5	7	5	9	8	0	9	0	7	5	7	5	1	8	1	14	121%
	CNS	0	0	53	53	0	18	0	18	0	16	0	15	0	12	0	12	0	7	0	8	100%
	AEP	0	0	13	13	0	3	0	3	0	4	0	4	0	2	0	2	0	4	0	4	100%
	MET	0	0	24	24	0	7	0	7	0	9	0	9	0	6	0	6	0	2	0	2	100%
	Total MOSP Activities	**45**	**45**	**134**	**145**	**11**	**41**	**10**	**44**	**14**	**34**	**15**	**33**	**14**	**31**	**14**	**31**	**6**	**28**	**6**	**37**	106%

Table 17: Aviation Safety Infrastructure MOSP, 2024/25

****Renewal – New Approvals and Renewal Audits***

*****Surveillance – Surveillance and Follow Up audits (includes addressing of safety and security concerns)***

4.3.4 Safety Standards and Assurance (SSA) MOSP

The year-to-date performance against the SSA MOSP is reflected in the table below. The overall achievement of the SSA MOSP stands at 99% of the target.

LEGEND:	
(green)	COMPLETE
(yellow)	IN PROGRESS
(red)	INCOMPLETE
(blue)	DUE AT A LATER DATE

SAFETY STANDARDS AND ASSURANCE MOSP 2024/2025																						
MOSP Annual Target						Q1 Target		Q1 Actual		Q2 Target		Q2 Actual		Q3 Target		Q3 Actual		Q4 Target		Q4 Actual		YTD STATUS %
	Operations	Renew Target	Renew Act.	Surveillance	Surveillance Act.	R	S	R	S	R	S	R	S	R	S	R	S	R	S	R	S	
1	Aviation Training Organisation	32	30	184	180	8	44	11	37	8	51	10	43	9	36	8	39	7	53	1	61	97%
2	Flight Simulation Training Device	144	144	NA	0	22	NA	24	NA	38	NA	60	NA	43	NA	23	N/A	41	NA	37	N/A	100%
3	Part 138 Air Ambulance Inspections	19	19	3	3	5	NA	4	NA	3	3	4	3	5	NA	5	N/A	6	NA	6	N/A	100%
4	Part 141 First Aid Inspections	18	18	NA	NA	2	NA	4	NA	8	NA	4	NA	5	NA	9	N/A	3	NA	1	N/A	100%
5	Airport CAPSCA Inspection	21	21	NA	NA	2	NA	2	N/A	8	NA	6	NA	10	NA	12	N/A	1	NA	1	N/A	100%
	TOTAL	234	232	187	183	39	44	45	37	65	54	84	46	72	36	57	39	58	53	46	61	**99%**

Table 18: Safety Standards and Assurance MOSP, 2024/25

** Renewal – New Approvals and Renewal Audits*

***Surveillance – Surveillance and Follow-up audits of previously identified non-compliance*

SSA MOSP Deviations

Notes
PEL **FSTD** The target for Q4 is 156, with 147 completed. -6% of the planned target was not met, due to 8 FSTDs closing. PEL Training therefore qualified 99.7% of the FSTDs in operation. SIM Aerotraining - ZP004 • SIM Aerotraining - ZF020 • Cirrus - ZP050 • Cirrus - ZP079 • AUAA - ZP090 • AUAA - ZP091 • AUAA - ZP092 • AUAA - ZP118 **ATO** **Renewal** • Collective Training is dormant. • Blue Sky Aviation is dormant. • Vortex Aviation Training is dormant. • Aviation Training Without Borders is dormant. • Aviation Safety Training Africa is dormant. • Paramount Aerospace Systems is dormant. • Atlanta Aviation College is dormant. • Vigilant Training Academy is closed.

Tables 19 : SSA MOSP Deviations, 2024/25

4.4 State of Aviation Safety

4.4.1 Aircraft Accidents and Incidents Investigation (AIID)

The AIID provides an analysis of the aviation incidents and accidents that occurred during the reporting period. The report also gives the outcome of the investigations conducted and completed during the reporting period.

The report is further aimed at presenting performance on completed investigation reports as well as safety performance of aviation operations. This includes the issued safety recommendations which identify areas that may require the attention and/or intervention from operators, maintenance, design and manufacturing organisations, and regulators responsible for oversight functions.

This data collated during the 2024/25 financial year is based on the most current and verified information available at the time of publication.

4.4.1.1 Accident Data by Area of Operation

The operational distribution of the 131 accidents recorded in the 2024/25 financial year continues to show a higher number of accidents in General Aviation (GA) and Non-Type Certificated Aircraft (NTCA) operations. Combined, these two categories accounted for 97 of the 131 accidents, representing approximately 74% of the total occurrences. The NTCA sector remains the most affected, with 61 accidents, a sharp increase from 41 in 2023/24 financial year and 36 in 2022/23 financial year.

Operations Category	2022/23	2023/24	2024/25
Agricultural Operations	8	10	5
Air Transport Operations: Carriage on aeroplanes of more than 19 passengers or cargo	0	0	0
Air Transport Operations: Small Aeroplanes	2	2	0
Aviation Training Organisation	38	30	26
Commercial Helicopter Operations	0	2	2
General Aviation and Operating Flight Rules	28	27	36
Operation of Non-type Certified Aircraft	36	41	61
Maintenance Rules - Non-type Certificated Aircraft	0	0	1
Operation of Parachutes	1	2	0
Grand Total	**113**	**114**	**131**

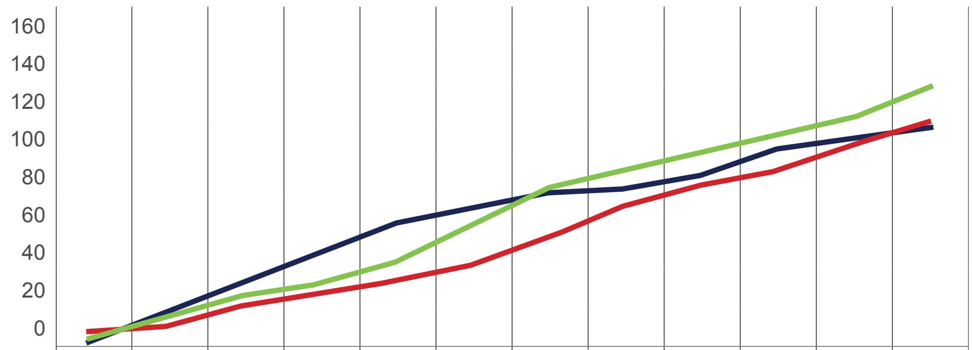
Table 20: Accident Data by Area of Operation

4.4.1.2 Number of Accidents Recorded

The graphs below compares accidents across the 2022/23, 2023/24 and 2024/25 financial years. The data showcases that Non-Type Certified Aircraft, General Aviation and Aviation Training Organisations continue to record the highest number of accidents.

4.4.1.2.1 Cumulative Number of Accidents

A cumulative total of one hundred and 131 accidents were reported, representing an increase of 17 compared to the total recorded during the 2023/24 financial year.



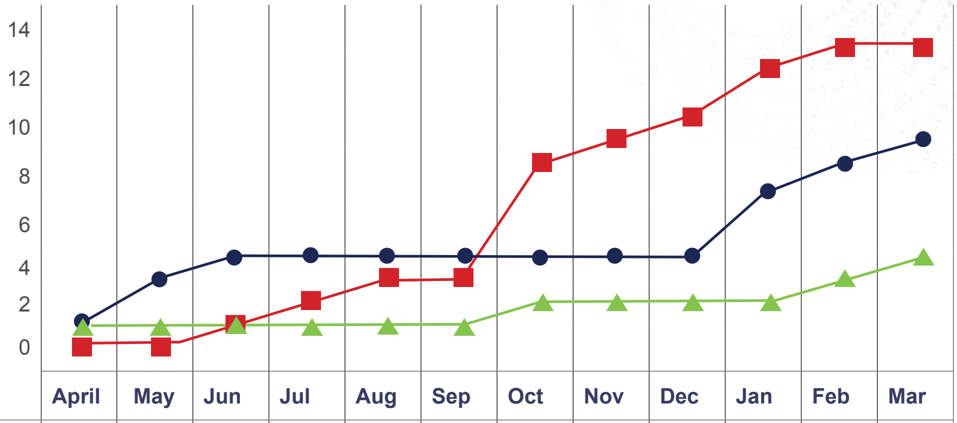
	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Apr 22- Mar 23	8	21	36	51	65	72	80	82	89	101	108	113
Apr 23- Mar 24	12	16	26	31	37	45	59	73	83	92	104	115
Apr 24- Mar 25	10	20	29	36	47	65	82	92	100	108	116	131

Graph 6: A three-year cumulative comparison of accidents.

4.4.1.2.2 Cumulative Number of Fatal Accidents

Four fatal accidents were recorded thus far, reflecting a cumulative decrease of nine and five compared to the corresponding periods of 2023/24 and 2022/23 financial years, respectively.

A comparison with the ten-year fatal accidents data shows a significant decline, suggesting that safety measures and other interventions have had a positive impact. This also represents the lowest number of fatal accidents recorded over the past ten years.

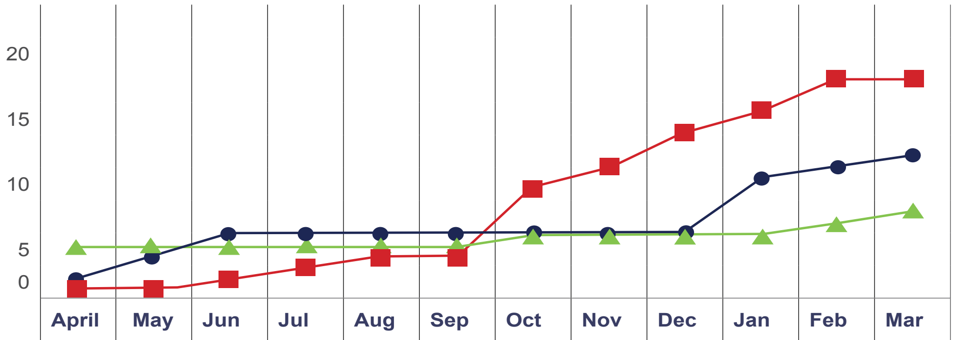


	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Apr 22- Mar 23	1	3	4	4	4	4	4	4	4	7	8	9
Apr 23- Mar 24	0	0	1	2	3	3	6	9	10	12	13	13
Apr 24- Mar 25	1	1	1	1	1	1	2	2	2	2	3	4

Graph 7: A three-year cumulative comparison of fatal accidents

4.4.1.2.3 Cumulative Number of Fatalities

Fatalities decreased by twelve (63.2%) when compared to the 2023/24 financial year and decreased by five (41.7%) when compared to the 2022/2023 financial year.



	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Apr 22- Mar 23	1	3	5	5	5	5	5	5	5	10	11	12
Apr 23- Mar 24	0	0	1	2	3	3	9	11	14	16	19	19
Apr 24- Mar 25	4	4	4	4	4	4	5	5	5	5	6	7

Graph 8: A three-year cumulative comparison of fatalities.

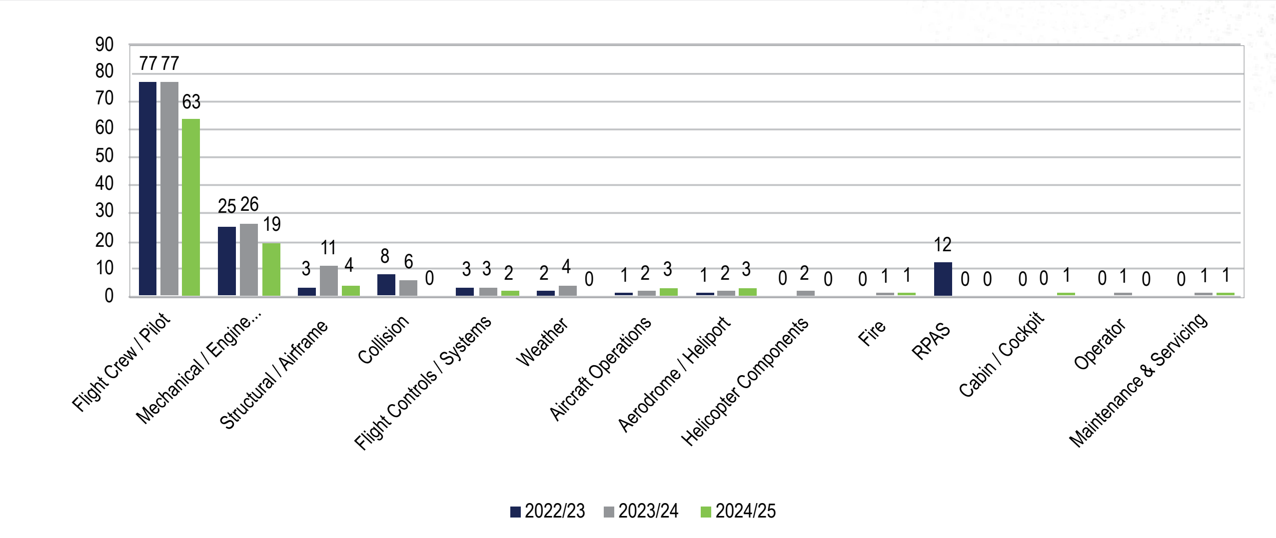
4.5 Accident and Serious Incident Causals

An analysis of the causal factors is based on approved accidents and serious incidents investigation reports.

The graph below presents the primary causal factors that lead to accidents and serious incidents during the financial years 2022/23, 2023/24 and 2024/25. The data is fully documented for the 2022/23 financial year, while for 2023/24 and 2024/25, it is only 98% and 58% respectively due to ongoing investigations.

The graph shows that Flight Crew/Pilot-related causal factors are the most prevalent, although there is a discernible decrease in these factors over the three years. The causal factors related to Mechanical/Engine/Powerplant exhibit a declining trend, however, despite a reduction in Structural/Airframe causal factors during 2022/23, there is an observed increase in the 2023/24 and for Collision have decreased significantly.

Conversely, Weather-related causal factors demonstrate a consistent decreasing trend. According to the graphical representation, the primary contributors to accidents and serious incidents encompass Flight Crew/Pilot, Mechanical/Engine/Powerplant, Structural/Airframe, Collisions and Flight Controls/Systems. The top three causal factors are Flight Crew/Pilot, Mechanical/Engine/Powerplant, and Structural/Airframe.



Graph 9: A three-year cumulative comparison of fatali

4.6 Analysis of causal factors

Analysis:

Overall, our accident record exhibits a varied performance, with both positive and negative trends. On a positive note, the following:

Fatal Accidents:

- The number of fatal accidents decreased from 13 to 4 (69%), while fatalities reduced by 63% (from 19 to 7), indicating improved safety protocols, training, or equipment might have contributed to a reduction in the severity of accidents

Total accidents overview:

- The number of total accidents rose from 114 to 131, reflecting an increase of 17 incidents or 15%. This is largely due to the worsening of safety performance and/or increased risk exposure in the GA and NTCA domains.

Key Highlights:

- Aviation Training Organisation (ATO) Accidents: Decreased by 13.3%, indicating the effectiveness of GASS implementation and targeted actions by the ATO Department.
- Agricultural Operations: Significantly decreased by 50%, mostly due to the effective implementation of safety measures and awareness among agricultural operations personnel
- General Aviation (GA) Domain Accidents (Flight Rules): Increased by 33.3%. The analysis indicates that the principal contributing elements are human factors, failure to adhere to regulations, and inadequate training.
- Non-Type Certified Aircraft (NTCA) Domain Accidents: Increased by 48.8% NTCA accidents highlight areas that still require focused safety interventions. Continued implementation and refinement of the GASS strategies will be crucial to address these emerging trends and further enhance overall aviation safety. It is essential to maintain a proactive approach in monitoring and addressing these fluctuations to ensure sustained improvement across all domains.

Serious Incidents:

- The number of serious incidents increased by three.

Key Takeaway: Despite the increase, these figures remain low when considered against flight hours and movements, suggesting possible underreporting. The AIID and the SACAA have previously undertaken initiatives to remind the industry of the importance of reporting occurrences, including near misses. Similar efforts should be prioritised in next financial year.

4.7 Accident Rate

Definitions of Aircraft Operations:

Airline and Other Commercial

- Part 121: Air transport operations: Carriage on aeroplanes of more than 19 passengers, or cargo.
- Part 135: Air transport operations: Carriage of less than 20 passengers, or cargo.

Type-Certified General Aviation

- Part 91: General Aviation and operating flight rules.
- Part 127: Commercial air transport and general aviation operations: Helicopters.
- Part 137: Agricultural operations.
- Part 141: Aviation Training Organisations.

Recreational

- Part 94: Operation of Non-type Certified Aircraft.
- Part 96: Commercial Operation of Non-type Certified Aircraft.

The Analysis of the accident rate.

The South African accident rate in Schedule Commercial Airline transportation is 0%, compared to the ICAO Global aviation snapshot of 1.87.

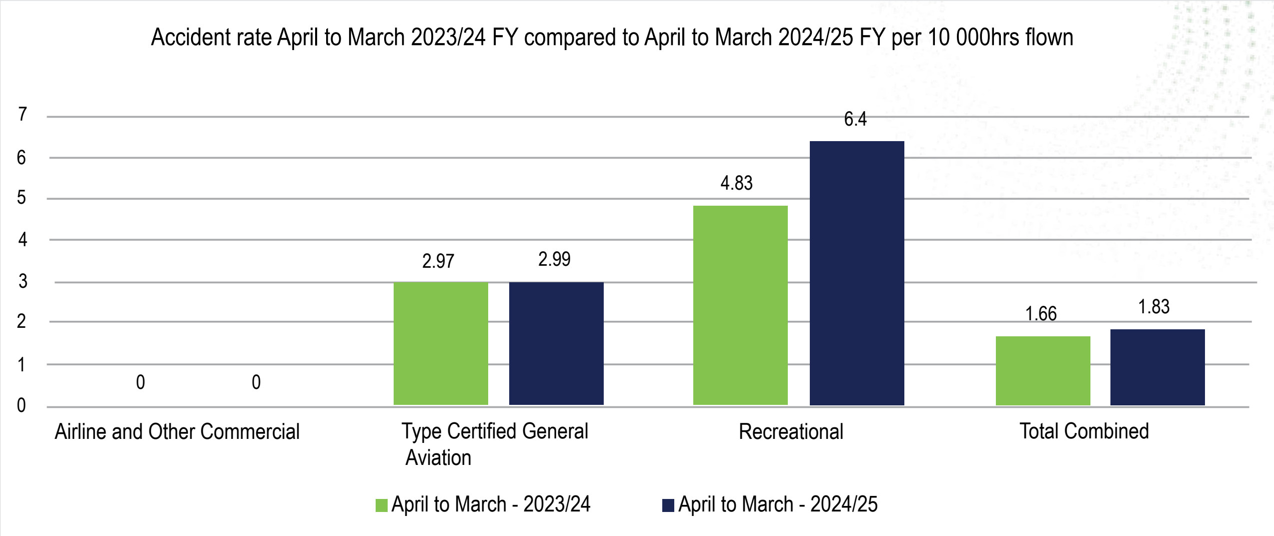
a. Accident Rate

Year-to-date (YTD) Accident rate per 10 000hrs flown: comparison for the period 1 April 2024 to 31 March 2025.

Type of aircraft operations	Estimated Hrs flown for the Period 1 April 2023 to 30 March 2024 financial year	Total Number of Accidents Recorded for the Period 1 April 2023 to 30 March 2025 financial year	Estimated Hrs flown for the Period 1 April 2024 to 30 March 2025 financial year	Total Number of Accidents Recorded for the Period 1 April 2024 to 30 March 2025 financial year
Airline and Other Commercial	369 067	0	398 148	0
Type Certified General Aviation	212 263	63	214 211	64
Recreational	105 601	61	104 646	67
Total Combined HRS	**686 931**	**114**	**717 005**	**131**

Table 21: Accident Rate per Hours Flown

Note: Accident rate is based on number of accidents divide by the estimated flying hours multiplied by 10 000 to achieve a rate per 10 000 hours.



Graph 10: A comparison of the accident rate over two Financial Years

The above graph and table show a comparison of the accident rate for the period 1 April 2024 to 31 March 2025, and the number of accidents recorded during this period.

As in the previous year, no accidents were recorded for the airline and other commercial operations. The accident rate for type-certified general aviation aircraft an increase by 1% compared to the same period in the 2023/24 financial year.

The accident rate for recreational aviation increased by 33% compared to the 2023/24 financial year.

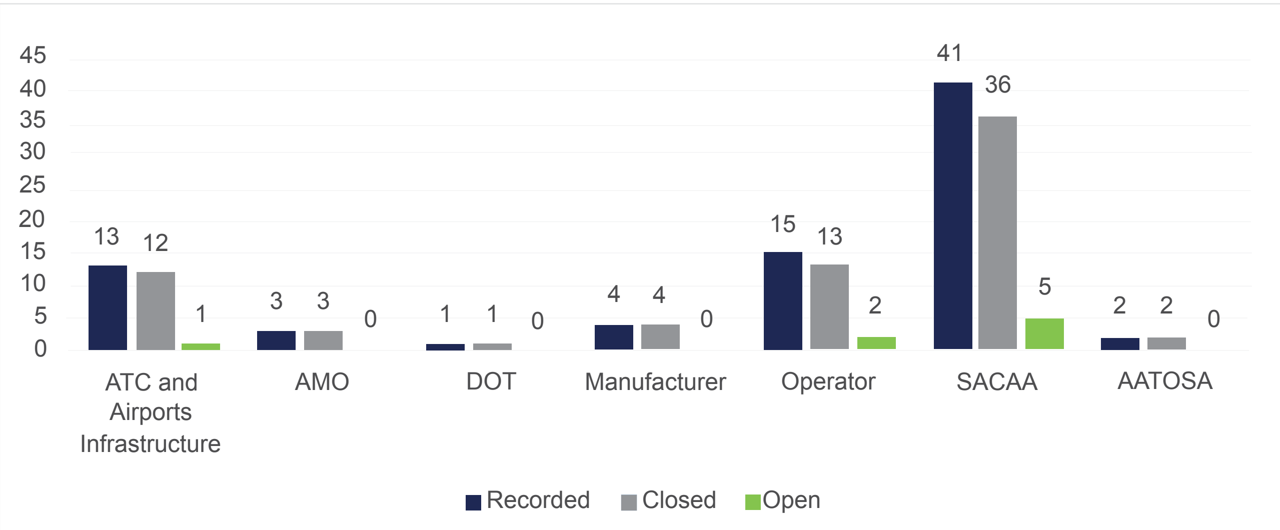
The combined accident rate for 1 April 2023 to 31 March 2024 is 1.66 and for 1 April 2024 to 31 March 2025 is 1.83. This represents a 10% increase in the accident rate per 10,000 flying hours

.

4.8 Safety Recommendations

Regulatory improvements and oversight are well established tools for reducing accidents worldwide, therefore, most safety recommendations are issued to the State of Operator, such as the SACAA.

A total of 79 safety recommendations have been recorded by AIID during the current period under review (1 April 2020 to date). From these, 71 were closed and eight are still open. Among the eight, only one of the recommendations is overdue, while the remainder have been accepted and AIID awaits effective implementation before closing. Accordingly, 90% of the overall safety recommendations issued by AIID have been addressed and closed.



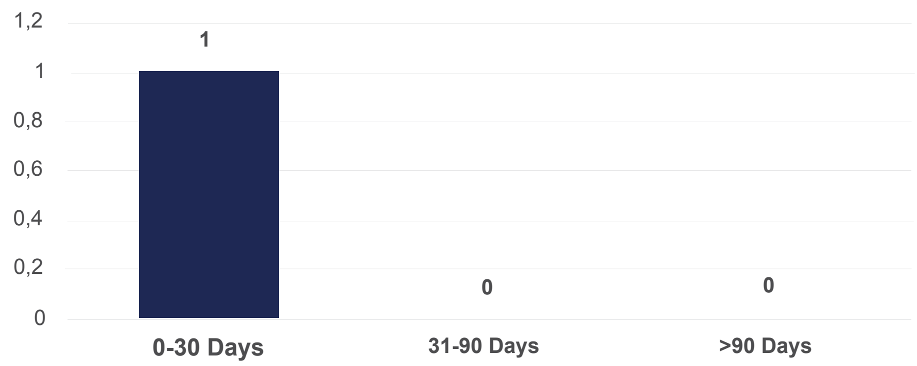
Graph 11: Issued Safety recommendations.

4.8.1 Safety Recommendation Overdue Response Status

The above graph represents safety recommendations issued by AIID, where a response to the issued safety recommendation has not been received to date.

- One new safety recommendation was issued for March of the 2024/25 financial year.

Note: AIID continues to follow up with the responsible entities, on the recommendations issued.



Graph 12: Safety Recommendation Overdue Response Status

5. Organisational Highlights For The 2024/25 Financial Year

No	Highlights
1.	**2024 National Aviation Conference (NAC)** The NAC staged over two days on 18 and 19 April 2024 was held at the CSIR International Convention Centre in Pretoria, Gauteng. The annual event is in its fifth instalment and provides a platform for aviation professionals and captains of industry to deliberate on topical issues in the aviation industry.
2.	**Airshow Celebrating 25 years of the SACAA** The Airshow took place at the Wonderboom Airport in Pretoria, Gauteng, on 20 April 2024 to celebrate 25 years of the SACAA's existence. The event drew 4 000 members of the public and was also graced by the erstwhile Minister of Transport, members of the SACAA Board and staff members.
3.	**Aviation Youth Show** The event, held during Youth Month, at the Polokwane International Airport, Limpopo, brought together nearly 400 learners from surrounding schools and tertiary institutions. The objective was to provide them with opportunities to engage with aviation professionals and gain insight into the different career paths available within the sector.
4.	**Sierra Leone CAA visits South Africa** The SACAA hosted the Sierra Leone Civil Aviation Authority (CAA) over two days on 26 and 27 June 2024 where both parties identified areas of cooperation. The Memorandum of Understanding signed between both parties includes cooperation on safety oversight, security oversight, air transport, technical assistance and on-the-job training.
5.	**National Aviation Gender Summit** The SACAA hosted the 2024 National Aviation Gender Summit in Durban, KwaZulu-Natal in August 2024 under the theme of "Lift as we Rise: the journey towards 2030!": The summit was graced by the Deputy Minister of Transport, Mr Mkhuleko Hlengwa, and attended by over 300 delegates that include captains of industry, executives and aviation professionals. The event was a great success, with positive reviews received from the delegates. The increase in Twitter impressions and Facebook reached in the reporting period is attributed to the Summit.
6.	**AGM with the Executive Authority** The organisation hosted the 19th Annual General Meeting (AGM) on 6 September 2024 with the Executive Authority represented by the Minister of Transport. The Executive Authority adopted the Annual Report of the entity for the period 2023/24 financial year.
7.	**HR Support Launch** The HR Helpdesk was launched on 30 September 2024. The purpose of the system is to enhance employee service delivery to ensure the effectiveness of the HR services to all staff, thereby boosting employee experience.

No	Highlights
8.	**October Transport Month** In support of the October Transport Month (OTM) initiatives from the Department of Transport, the SACAA embarked on six airport tours with young learners from the different regions. The airports were Johannesburg, Cape Town, Bloemfontein, Mpumalanga, Bloemfontein and KwaZulu-Natal where learners were given exclusive passages to airport operation areas to receive practical tutorials on the diverse and exciting aviation career opportunities. The year's activities also commemorated the 75th anniversary of the ICAO Annex 9 – Facilitation. The SACAA inspectors engaged with passengers and the airport community where they shared important insights into facilitation standards.
9.	**Employee Excellence Awards** The organisation hosted the Employee Excellence Awards in December 2024 at the CSIR International Convention Centre in Pretoria. The event was well attended with over 400 staff in attendance. These awards were established to drive a culture of exceptional performance and to acknowledge and celebrate extraordinary efforts made by SACAA Employees towards fulfilling the vision, mission and mandate of the SACAA.
10.	**Four ENAC students successfully receive CPL licences** Four (4) ENAC students successfully converted their EASA pilot licences to South African Commercial Pilot Licences (CPL). Three (3) of these students have joined the FlySafair Cadetship Programme. In addition, one student - a beneficiary of SACAA's Bursary Programme and alumnus of the South African Aviation Academy – was also accepted into the FlySafair Cadetship Programme.
11.	**Four learners successfully complete learnership programme** Four (4) learners who participated in the System Development Learnership Programme successfully completed their training and were awarded NQF 5 qualifications from MICSETA.
12.	Gene**ral Aviation Accident Reduction Seminar (GAARS)** **The South African Civil Aviation Authority (SACAA) hosted two successful General Aviation** Accident Reduction Seminars (GAARS). One took place in Rustenburg (North West) and the other in Durban (KwaZulu-Natal) in February and March 2025, respectively. The seminars offered a platform where learner pilots exchanged views with senior pilots and gave them an opportunity to share their experiences in a quest to promote safety. This was the third instalment on this initiative from the regulator that forms part of the SACAA's coordinated initiatives to promote an all-round better safety culture among all aviation participants, especially pilots under the theme of "The Life Saved Might Be Yours."
13.	**SACAA SIGNS MONUMENTAL TECHNICAL AGREEMENTS WITH PR CHINA AND THE UAE** The SACAA signed two monumental Memorandums of Agreement with the People's Republic of China Civil Aviation Authority and the United Arab Emirates General Aviation Authority. The agreements signed are for technical cooperation with an objective of co-sharing ideas that enhance aviation safety and security as well as the growth and development of the aviation sector.
14.	**Aviation Safety Culture** The SACAA continued to implement safety culture initiatives aimed at fostering and promoting a positive safety culture throughout the aviation industry. These initiatives, targeting both industry stakeholders and SACAA personnel, included exhibitions at aviation events, production of safety culture educational videos, safety culture presentations at key industry events and the development of a safety culture promotion kit.
15.	**National Aviation Security Committee (NASC)** The NASC meeting took place on 13 February 2025 in Johannesburg, South Africa, where a key resolution was made resulting in the establishment of a NASC Airspace and Airports Task Team. The purpose of the Task Team is to look at risks surrounding illegal landings, landings without flight plans, airspace surveillance for illegal entry and "border hopping," criminal activities related to cross border aviation activities or illegal activities at Ports of Entry. The scope of the Task Team will include airspace surveillance, enforcement activities, and required travel documents. The establishment of the Task Team is attributed to the increase in number of illegal landings at South African Airports.
16.	**Top Employer Certification** The SACAA is making strides in strengthening its Employee Value Proposition (EVP) and has achieved the Top Employer certification with a score of 71.8% — well above the 60% minimum required for certification. The certification acknowledges organisations that demonstrate excellence in creating exceptional work environments and investing in their people.

Table 22: 2024/25 Highlights

6. Revenue Overview

The SACAA reports a net operating surplus of R2 million for the year ended 31 March 2025 compared to a budgeted break-even position resulting in a positive variance of R2 million.

The positive variance is a net result of:

Negative variance in total revenue	(R 8.4 million)
Positive variance in staff related costs	R11.4 million
Negative variance in non-staff related costs	(R1.0 million)
Total positive variance	**R 2 0 million**

The variances are reported against the revised ENE budget for the 2024/25 financial year as approved by the ARC and submitted to the National Treasury (NT) during the Estimates of National Expenditure (ENE) process in December 2024.

The Department of Transport (DoT) allocated financial baseline support of R369.5 million during the current and next three financial years of the Medium-Term Expenditure Framework (MTEF) period. Based on current forecasts, these allocations should be sufficient to ensure the sustainability of the SACAA at current activity levels.

6.1 Economic Viability

Revenue is recognised on an accrual basis in accordance with the substance of the relevant agreements based on the provisions of the Civil Aviation Act. Total revenue for the year ending 31 March 2025 amounted to R976.5 million which is R8.4 million (0.9%) lower than the budget of R983.9 million.

Passenger numbers were 1.4% lower than the budget resulting in a shortfall of R8.5 million in passenger safety charges. However, user fees and other income exceeded the budget with R2.6 million and R4.8 million respectively. Fuel levy income was R4.3 million this is 12.7% lower than budget due to a claim for a previous over-declaration of R7.2 million.

6.2 Passenger Numbers and SACAA's Passenger Safety Charge (PSC)

The SACAA is a self-funded public entity that relies on a combination of revenue streams to fulfil its mandate and run its business operations. The revenue streams consist mainly of the PSC, User Fees, the Fuel Levy, and funding from the Department of Transport.

Additional financial support of R87.4 million (2024: R85.8 million) was received from the Department of Transport for the 2024/25 financial year due to the financial impact of the SACAA's lower passenger numbers caused by the COVID-19 pandemic.

The total passenger numbers for the 2024/25 financial year period amounted to 20 036 561, compared to the budget of 20 311 134. This is 1.4% lower than budgeted, but 3.5% higher than the same period last year. Even though passenger numbers increased as the impact of COVID-19 receded, the numbers are still 10.1% lower than pre-pandemic levels.

Total Revenue of R602.7 million was generated by passenger safety charges against a budget of R611.2 million.

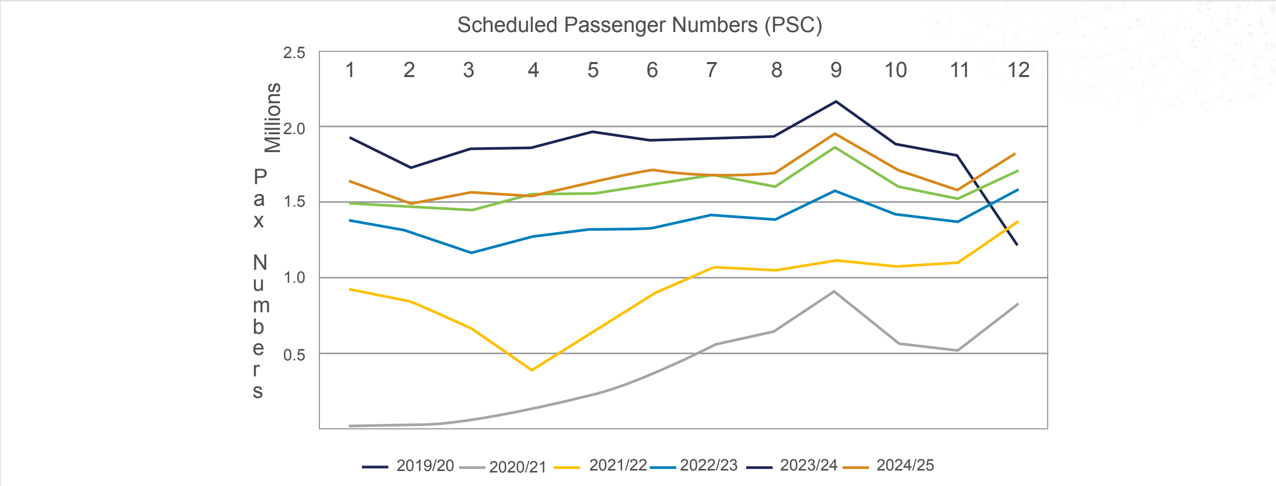
The PSC increased by 4.9% from R29.33 per departing passenger to R30.77. User Fees also increased by an average 4.9%. Both of these increases were effective on 1 October 2024. The aviation fuel levy increased by 4.9% from R0.2083 per litre to R0.2185 per litre effective from 1 August 2024. Further increases of 4.6% were approved from 1 April 2025.

In the period under review, the PSC accounted for 61.8% of the total revenue, user fees for 16.6%, the fuel levy for 3.0%, the DoT for 13.3% and other income for 5.3%. Under normal circumstances, the PSC contributes around 76% of the total revenue. As the PSC is the biggest contributor to revenue, the passenger numbers have a major impact on the financial performance of the SACAA, and these numbers are closely monitored every month.

The SACAA conducts regular PSC audits to ensure airline compliance and to ensure that the Regulator is able to fulfil its mandate. The regulations require that all airports submit monthly passenger numbers to the SACAA, which are then compared with the declarations received from the airlines. Substantial, unexplained variances in numbers supplied by the airports and those from airlines are examined during the audit process. The SACAA invoices the PSC one month in arrears to allow information received from airlines to be processed; thus, the actual passenger numbers reflected in the graph are also a month in arrears. A monthly provision is made for the arrears.

Graph 13 below analyses passenger numbers for the last six years, comparing passenger numbers over the years with the impact of the COVID-19 pandemic being clearly visible from March 2020.

Scheduled Passenger Numbers (PSC)



Graph 13: Passenger Numbers Over the Past Six Years

6.3 SACAA Revenue Collection

The table below illustrates that the total revenue of R975.5 million for the financial year under review increased by 5.3% compared to R926.7 million in 2023/24. It is 0.9% lower than the budgeted revenue collection of R983.9 million for the financial year under review, largely due to lower-than-expected passenger numbers during the financial year.

The PSC increased by R40.2 million or 7.1% from the previous financial year due to higher passenger numbers and the fee increases in October 2024, and user fees increased by R10.9 million or 7.2%.

The fuel levy decreased by R8.9 million or 23.1% due to a decrease in charter and cargo activity as well as a claim received for a previous over declaration of R7.2 million. This was partly offset by the fee increase in August 2024.

Financial support from the DoT increased from R85.8 million in the previous financial year to R87.4 million in the year under review. Interest revenue generated by reserve funds increased by R2.8 million from the last financial year but was R3.1 million lower than the budget, as interest rates decreased during the year.

Revenue collection	2024/25				2023/24			
Source of Revenue	Budget R' million	Actual R' million	Variance R' million	Variance %	Budget R' million	Actual R' million	Variance R' million	Variance %
Passenger Safety Charge	611.2	602.7	(8.5)	(1.4%)	559.4	562.5	3.1	.6%
User fees	159.1	161.7	2.6	1.6%	150.0	150.8	0.8	.5%
Fuel levy	33.9	29.6	(4.3)	(12.7%)	32.5	38.5	6.0	18.5%
Department of Transport AIID	42.4	42.4	-	-	40.5	40.5	-	-
Department of Transport Additional Funding	87.4	87.4	-	-	85.8	85.8	-	-
Interest received	48.2	45.1	(3.1)	(6.4%)	41.2	42.3	1.1	2.7%
Other income	1.7	6.6	4.9	288.2%	3.2	6.3	3.1	96.9%
Total	**983.9**	**975.5**	**(8.4)**	**(0.9%)**	**912.6**	**926.7**	**14.1**	**1.5%**

Table 23: SACAA Revenue Collection Breakdown

PART C
GOVERNANCE

1. Introduction

Operating within an increasingly complex, tightly regulated, and publicly scrutinised landscape, the SACAA Board views governance not as a compliance endpoint but as a strategic catalyst for value creation and public trust.

Throughout the 2024/25 financial year, the Board intensified its forward-looking approach by integrating risk management, ethics, sustainability, and operational integrity into a single, cohesive lens. This integrated thinking enables the SACAA and the Board to anticipate industry shifts, respond with agility, and remain steadfast in serving South Africa's aviation interests.

Our governance model is firmly anchored on the King IV™ Report on Corporate Governance, emphasising adaptive leadership, stakeholder inclusivity, and outcomes-based oversight. Rather than treating governance as an isolated pillar, the Board leverages it as an engine that aligns strategic objectives with risk management, compliance, ethical conduct and robust performance metrics.

This perspective ensured that every Board decision balanced strategic opportunity with regulatory rigour and stakeholder expectations.

Echoing the Institute of Directors in Southern Africa's insight that governance is "a journey of continual improvement and relevance," the Board's journey is deliberately purpose-led. We maintain a dynamic governance framework that evolves alongside emerging risks, technological change, and societal expectations, thereby reinforcing long-term institutional resilience.

In the pages that follow, we detail the structures, practices, and key decisions that characterised the Board's governance during the reporting period. These narratives demonstrate our commitment to excellence, accountability, transparency, and integrity, underscoring corporate governance as a deliberate, embedded, and indispensable function at the heart of the SACAA.

Portfolio Committees

In South Africa's parliamentary system, the National Assembly designates Members of Parliament to serve on the Portfolio Committee on Transport, as the primary oversight body for the Department of Transport and its public entities.

The Committee's mandate is wide-ranging. It evaluates legislation, scrutinises departmental budget votes, and monitors policy implementation, organisational performance and governance across all entities in the transport portfolio. It may also launch inquiries into any matter of public interest within its remit, accentuating the Legislature's commitment to transparency and accountability.

The SACAA Board greatly values the constructive leadership, guidance and continual support received from the Committee in the year under review. A notable engagement occurred on 8 October 2024, when SACAA presented its 2023/24 Annual Report to Committee members.

The presentation prompted robust discussion and requests for clarification on several operational and governance aspects. The Committee's feedback was overwhelmingly positive, affirming both SACAA's strategic direction and its commitment to clean governance.

The insights gained from this session were integrated into our forward-looking plans, reinforcing our shared objective of an efficient, safe, secure, and transparent civil-aviation sector.

Executive Authority

Under the Public Finance Management Act (PFMA) and the provisions of the Board Performance Agreement, the Minister of Transport serves as the Executive Authority. This designation vests the Minister with ultimate oversight responsibility, ensuring that SACAA's strategic direction, resource allocation and governance practices align with national policy objectives and public sector stewardship standards.

Read together with the Civil Aviation Act, the PFMA obliges the Accounting Authority, to furnish the Executive Authority with quarterly performance reports that provide a holistic view of the organisation's operational results, financial position, risk profile and strategic milestones. The Board, as the Accounting Authority, is pleased to confirm full compliance with this mandate:

- All four quarterly reports for the 2024/25 financial year were submitted on, or before, the contractual deadlines stipulated in the Board Performance Agreement.
- Each submission included detailed narrative analyses, variance explanations, and corrective action plans, thereby equipping the Executive Authority with accurate, and timely information for informed oversight.

At the close of the reporting period, the SACAA had met 97.5% of its annual performance targets, a testament to the Board's steadfast application of King IV™ principles, particularly those emphasising ethical leadership, performance monitoring and integrated thinking, despite a volatile macroeconomic environment.

This accomplishment accentuates the Board's conviction that strategy, risk, opportunity and performance are interdependent drivers of sustainable stakeholder value.

Beyond statutory reporting, the Board sustains an open and constructive relationship with the Executive Authority and held regular briefings with the Executive Authority by providing written updates, slide deck presentations and executive dashboards ahead of most engagements.

The Chairperson and Board members meet periodically with the Executive Authority to discuss progress, challenges and forward looking priorities, reinforcing mutual accountability. Any material governance or operational issue is communicated to the Executive Authority without delay, ensuring a no surprises environment and enabling rapid, collaborative problem solving.

Through this rigorous reporting cadence and ongoing dialogue, the Board not only fulfils its legislative obligations but also deepens the trust essential to effective public sector governance, thereby positioning SACAA for continued success in delivering on its civil aviation mandate.

The Accounting Authority/ SACAA Board

As the apex governance structure, the Accounting Authority safeguards the organisation's mandate, values and long-term sustainability. It provides strategic vision, ethical leadership and independent oversight setting the "tone at the top" and ensuring that every decision aligns with statutory obligations, the Annual Performance Plan (APP) and the Board Performance Agreement.

Ultimately, the Board is fully accountable for SACAA's overall performance and strategic direction, and for maintaining the public trust vested in a national aviation regulator.

As the Accounting Authority, it presented its 2023/24 annual report to the shareholder at the Annual General Meeting (AGM) on 6 September 2024. The report, incorporating a hallmark of SACAA's achievements, was welcomed by the Executive Authority, represented by the Minister of Transport. The favourable feedback received from the shareholder was both progressive and inspirational.

2024/25 financial year Board Highlights

During the period under review the Board translated its purpose into tangible results, notably:

Strategic Stewardship

- Developed and approved the five-year Strategic Plan 2025/26 to 2029/30 financial years and approved the 2025/26 financial year APP.
- Finalised the 2025/26 financial year Strategic Risk Register and tracked performance against APP targets for this reporting period.

Policy and Framework Approvals

The SACAA Board endorsed a comprehensive suite of plans and strategies - including the HR Operational Plan, Risk Plan, Combined Assurance Plan, Ethics Implementation Plan and Risk Register, ICT Plan, Client Services Plan, Transformation Plan, Cyber Security Plan, Business Continuity Plan, and the Legal and Compliance Plan that cemented a robust governance architecture.

Project and Stakeholder Oversight

Oversaw key projects such as the Shanduka 2.0 and the headquarters relocation, while directing the execution of the Stakeholder Management Strategy to deepen sectoral trust.

Formal Governance Duties

The SACAA convened the AGM on 6 September 2024, where:

- The 2023/24 Annual Report was commended by the Minister of Transport.
- The organisation submitted and secured approval for the Board Performance Agreement.
- The Board Charter, Committee Terms of Reference, the Delegation of Authority and numerous governance policies were reviewed.

Stakeholder Inclusive Governance and Continuous Improvement

Guided by King IV™ principles, the Board follows a stakeholder inclusive model, integrating diverse interests into strategy formulation and execution, an approach that continues to strengthen the SACAA's reputation.

Conscious of its strengths and potential blind spots, the Board initiated an independent evaluation in June 2023, and the report was finalised during the 2024/25 financial year.

The assessment, which examined the Board processes, skills, competencies and dynamics, confirmed overall effectiveness and provided constructive insights for continuous improvement.

The positive outcomes highlighted the Board's commitment to best practice governance and reinforced its ability to deliver on operational, administrative and strategic mandates.

Through these actions the Board has demonstrated its pivotal role in setting the direction, monitoring performance and upholding the highest standards of accountability, thereby ensuring the SACAA's sustained success as South Africa's trusted civil aviation regulator.

Additionally, Internal Audit conducted a comprehensive governance audit which included the charters, terms of reference, record keeping, ethics, legal compliance and board administration. It is reported that there were no findings, again evidencing the strong commitment to sustained good governance.

2. The Roles and Responsibilities of the Board

The Board exercises robust, overarching oversight of SACAA's governance and preserves a clear division of duties between itself and Executive Management, fully in line with the PFMA. Although the PFMA permits the delegation of operational functions to improve efficiency, it also stresses that accountability and transparency ultimately remain with the Board.

Guided by these requirements, the Board has formally delegated specified responsibilities to the Director of Civil Aviation (DCA) and the Executive Committee through a rigorously vetted Delegation of Authority (DoA) framework.

This framework, endorsed by the Board, embeds the PFMA principles to ensure every delegated action is executed lawfully and within a structured governance environment. Reflecting 2024/25 best practice trends, the framework also creates an opportunity to streamline governance processes while strengthening accountability, transparency, oversight, and public trust.

The role of the Board is outlined in the Civil Aviation Act, the PFMA and the Board Performance Agreement and is, among others, to:

- Provide effective ethical leadership.
- Develop the SACAA Strategy and Annual Performance Plan.
- It is responsible for all income, expenditure, revenue collected and assets as well as the discharge of liabilities.
- Determine, oversee, and revise the corporate governance structures within the SACAA.
- Determine, oversee, and revise the human resource policies and trategies of the SACAA.
- Ensure that the SACAA is managed effectively in pursuance of its mission, by providing oversight over the entity's strategies, policies, decisions, and the execution thereof.
- Appreciate that the SACAA's strategy, risk, performance, and sustainability are inseparable.
- Review and approve the SACAA's financial objectives, plans and actions that include the organisational budget.
- Ensure that the entity has an effective and independent Audit and Risk Committee.
- Ensure that there is an effective, risk-based internal audit function, as well as effective governance of risk management and the information technology infrastructure.
- Ensure that the SACAA complies with all the applicable laws, and considers adherence to non-binding rules, codes, policies, and standards.
- In line with Section 76 (c) of the Civil Aviation Act, the Board monitors service standards and customer satisfaction levels and reports to the Minister on any matter concerning such issues.

The above-mentioned roles are not exhaustive but provide a high-level summary of the roles and responsibilities of the Board as stipulated in the legislative and other prescripts.

3. The Board Charter

The Board operates under a comprehensive Board Charter founded on the principles in the Constitution of the Republic of South Africa, the Civil Aviation Act, the PFMA and the King IV™ Report on Corporate Governance, among other prescripts.

This Charter articulates the Board's purpose, composition, authority and decision making parameters, while detailing directors' fiduciary duties, conflict of interest protocols and communication standards. By codifying these principles, the Charter serves as the Board's ethical and procedural compass, ensuring that every resolution advances sound governance, organisational sustainability and stakeholder confidence.

Implementation of the Charter is embedded in the Board's annual work plan and committee structure. Key features include a rolling agenda aligned to APP milestones; a real time conflict of interest register signed at each meeting; decision logs that track matters arising to completion; and a biennial assessment that gauges the Board Charter compliance and informs director development.

During the period under review, the Charter was refreshed, approved and cascaded down to the Board and Management. Subsequent monitoring confirms that all Charter obligations spanning ethics oversight, performance monitoring, risk management, compliance assurance, financial stewardship, ICT oversight and human capital governance were fully discharged.

This disciplined application underpins the Board's commitment to continuous improvement and reinforces SACAA's reputation for transparent, accountable leadership.

4. King IV™ Governance Overview

	Principle	Application at SACAA	Key Governance Instruments
1	The governing body should lead ethically and effectively.	The Board Charter sets the ethical tone, and biennial evaluations of Board, committees, Directors & Company Secretary and assesses the effectiveness of this. Management decisions are aligned to legislation & ethics guidelines.	Board Charter, Board Induction Programme, • Ethics & related policies, Board Code of Conduct, Delegation of Authority, Ethics Implementation Plan
2	The governing body should govern the ethics of the organisation to establish an ethical culture.	The Board through Management drives an organisation wide ethical culture. Ethics expectations are cascaded to all employees; and breaches are sanctioned. The Ethics Implementation Plan is developed annually.	Board Charter, Ethics Policy, Whistle blowing Policy, Ethics Function, Fraud Hotline, Fraud Prevention Policy, Ethics and Fraud Prevention Implementation Plans
3	The governing body should promote responsible corporate citizenship.	Policies embed in responsible practices. A stakeholder inclusive approach adopted. There is regular CSR & stakeholder management reporting to the Board.	Board Charter • Ethics Policy • Compliance Policy • Socio Economic & Stakeholder Management Plans
4	Organisation's strategy and performance should reflect its core purpose and opportunities.	Board monitors Strategic Plan vs. APP targets. Quarterly performance reviews & submissions to the Executive Authority are ongoing.	Board Charter, Board Performance Agreement, Strategic & APP documents, Governance & Risk Policies, DCA Quarterly Reports
5	The governing body should ensure comprehensive and informative reporting.	Annual Report provides a transparent view of operations, finances, strategy & governance.	Board Charter, Risk & Combined Assurance Committees, Annual Report
6	The governing body should be the focal point of corporate governance.	The Board meets regularly; roles & duties are clearly defined and communicated.	Board Charter • Board Performance Agreement • Delegation of Authority • Legal Compliance Policy
7	The governing body should have a balanced composition.	Majority non-executive, independent directors. There is a biennial evaluation of the Board's composition, skills, diversity, independence (per Civil Aviation Act).	Board Charter, Civil Aviation Act
8	The governing body should use committees to balance power and enhance governance.	Three committees in place: Audit & Risk, Human Resources, Safety, Security and Environment. Annual review of Terms of Reference; members appointed for relevant expertise.	Board Charter • Committee Terms of Reference, Annual Work plans
9	The governing body should regularly evaluate its performance.	Biennial independent assessments of the Board, committees & individual directors; the results guide improvements.	Board Charter, Board Evaluation Report
10	Clear roles and delegated authority should be established for management.	Day to day operations delegated to Director of Civil Aviation within annually reviewed Delegation framework.	Board Charter •ARC ToR, HRC ToR, SSEC ToR, Delegation of Authority
11	The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.	Audit & Risk Committee steers risk governance. ERM & Combined Assurance frameworks define risk culture; exposures and inform strategic decisions.	Board Charter • ERM Framework & Policy • Risk Committee • Combined Assurance Framework & Policy, Combined Assurance Committee
12	The governing body should govern technology and information in a way that supports the organisation to set and achieve its strategic objectives.	Audit & Risk Committee oversees ICT governance; the IT Steering Committee reports quarterly. ICT Plan monitored to align tech with strategy.	Board Charter • ERM Framework • ICT Policy • Ethics & Compliance Policies
13	The governing body should govern compliance with applicable laws and adopted, non binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.	The Audit & Risk Committee receives quarterly compliance reports. Regulatory Compliance Universe prioritises laws; Legal Compliance Plan developed annually.	Board Charter • Policy • Legal Compliance Framework • Regulatory Universe, Legal Compliance Policy and Plan

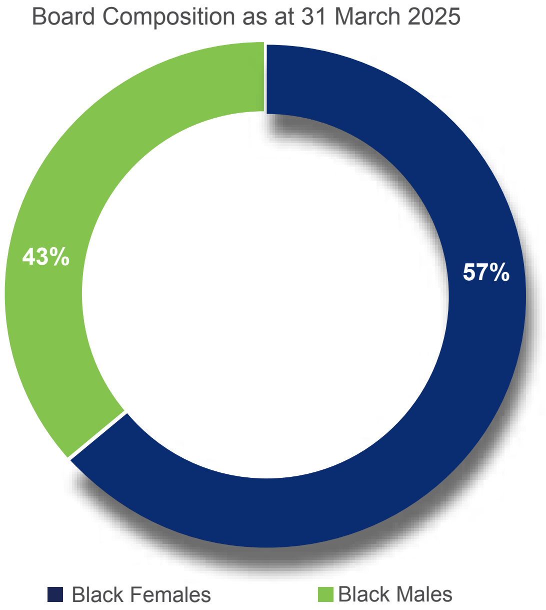
	Principle	Application at SACAA	Key Governance Instruments
14	The governing body should ensure that the organisation remunerates fairly, responsibly and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.	Remuneration strategy aligns reward with organisational goals & shareholder interests; promotes fairness & transparency.	Board Charter • Delegation of Authority • Remuneration, Retention & Performance Management Policies
15	The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision making and of the organisation's external reports.	Internal Audit, Risk & Combined Assurance Committees review controls annually; findings tracked quarterly.	Board Charter • Combined Assurance Framework • ERM Framework & Policy •ARC ToR, Internal Audit Charter and Three-year Rolling Plan
16	In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.	Board approved Stakeholder Management Strategy guides engagement. Stakeholder interests are integrated into decisions to maintain safety, security & growth.	Board Charter • Stakeholder Management Policy, Strategy & Plan
17	The governing body of an institutional investor organisation should ensure responsible investment.	Delegation of Authority framework cascaded; Investment Policy aligns with PFMA & Treasury regs to ensure responsible investing.	Investment Policy

Table 24: King IV™ Governance Overview

5. Composition of the SACAA Board

At the end of the reporting period, the Board comprised seven members, four of whom were appointed by the Executive Authority with effect from 1 June 2022 for a second term.

On 23 June 2023, the Minister filled two of the three vacancies on the Board. One vacancy remained on the Board which was yet to be filled by the Executive Authority. It is notably reported that the Board's term was due to end on 31 May 2025, however, the Minister of Transport extended the Board's term for a further six months or up until the new Board is appointed, whichever occurs first.



Graph 13: SACAA Board Compostion

Members of the Board as of 31 March 2025:

- Mr E Khosa (Non-Executive) – Chairperson
- Mr S Sooklal (Non-Executive)
- Ms B Koyana (Non-Executive)
- Mr T Peege (Non-Executive)
- Advocate M Lebakeng (Non-Executive)
- Ms T Phewa (Non-Executive)
- Ms P Khoza – Director of Civil Aviation (Executive)

The Board remains fully transformed and is made up of 60% females and 40% males. All non-Executive Directors are independent and free of any conflict of interest except for the NED appointed from the Department of Transport.

The Minister of Transport was in the process of filling the remaining vacancy on the Board. The Director of Civil Aviation, Ms Poppy Khoza, is the only Executive Director appointed on a five-year contract and whose contract was renewed by the Minister of Transport for a further five-year term, effective from 1 December 2023.

An unequivocal separation of power lies at the heart of SACAA's governance model. In line with the Civil Aviation Act and the Board Charter, the roles of Chairperson of the Board and Director of Civil Aviation (DCA) are sharply differentiated: the Chairperson steers the Board's strategic agenda and governance oversight, while the DCA concentrates on regulatory compliance, aviation safety supervision and day-to-day management.

The importance of an independent Chairperson cannot be overstated. The Minister of Transport's reappointment of Mr Ernest Khosa, an independent non-executive director to a second term ensures impartial leadership, free from operational or vested interest conflicts, thereby reinforcing objective decision making and safeguarding stakeholder trust.

During the year under review the Board has convened ten meetings, rigorously tracking progress against the strategic goals set by the Executive Authority. Its effectiveness is further strengthened by a deliberately diverse mix of experience, sector knowledge, gender and ethnicity, complemented by emerging competencies in digital transformation and sustainability, attributes now recognised as essential to modern governance.

The Board is confident that this blend of independence, skills and perspectives equips it to discharge fiduciary duties with integrity and acuity.

The SACAA Board Of Director's Qualifications

MR ERNEST KHOSA
Chairperson of the Board

QUALIFICATIONS

MPHIL Law, LLB, Higher Diploma: Company Law, Master of Science (International Development), Master of Arts (Development), B.A. Honours, B.A. Humanities.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED), Chairperson of the Board.

DATE APPOINTED

Appointed 1/12/2018,
Re-appointed 1/06/2022.

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

NGO Connect, NPO, Shipoyila Khosa Associates

AREA OF EXPERTISE:

Development Finance, Realignment of organisations, Governance, Compliance Management, Organisational Development.

MS BULELWA KOYANA
Board Member

QUALIFICATIONS

Master of Philosophy in Business Management specialising in International Business, Honours Bachelor of Arts in Social Science (Psychology), Transnet MD's Executive Women Development Programme (EDP), Airline Management (Postgraduate Certificate), Bachelor of Social Sciences.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED), Lead Independent and Chairperson of the Human Resources Committee (HRC).

DATE APPOINTED

Appointed 1/12/2018,
Re-appointed 1/06/2022.

SACAA BOARD COMMITTEE MEMBERSHIPS:

Human Resources Committee (HRC) & Safety, Security and Environment Committee (SSEC).

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

South African National Parks (SANParks) and Siyakha Advisory Services

AREA OF EXPERTISE:

Aviation, Tourism, Business Process Outsourcing, Human Resources, Stakeholder Management, Communication, Customer Service, Coaching and Leadership Development.

MR SUREN SOOKLAL
Board Member

QUALIFICATIONS

Post-Graduate Diploma: Taxation, Public Accountants' and Auditors' Examinations, Chartered Accountant (SA), Diploma: Accounting and Auditing, Bachelor of Commerce.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED), Chairperson of Audit and Risk Committee (ARC).

DATE APPOINTED

Appointed 1/12/ 2018,
Re-appointed 1/06/ 2022.

SACAA BOARD COMMITTEE MEMBERSHIPS:

Audit and Risk Commitee (ARC) & Human Resources Committee (HRC).

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

MTN Congo Brazzaville, Lonestar Communications Corp. Liberia, Econet Wireless (Pty) Ltd, Mascom Wireless Botswana Limited, Lunar Capital (Pty) Ltd.

AREA OF EXPERTISE:

Finance, Tax, Risk Management, Corporate Governance, Due Diligence Reviews, Assurance (Internal and External), Mergers and Acquisitions, Listing and Delisting of companies on the JSE, Regulatory.

MS TSHITSHI PHEWA
Board Member

QUALIFICATIONS

Diploma in Airport Management, Managing Integrated Development Service Delivery, M.A. in Rural Development, Honours: B. Social Science majored in Sociology, B. Social Science majored in Sociology and Political Science.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED), Shareholder Representative.

DATE APPOINTED

Appointed 1/12/ 2018,
Re-appointed 1/06/ 2022.

SACAA BOARD COMMITTEE MEMBERSHIPS:

Safety, Security and Environment Committee (SSEC) & Human Resources Committee (HRC).

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

None

AREA OF EXPERTISE:

Aviation policy and strategy development / review.

ADVOCATE MPATI LEBAKENG
Board Member

QUALIFICATIONS

LLB, IATA Aviation Law, Diploma: Alternative Dispute Resolution, Risk Based Oversight Training: IoDSA.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED).

DATE APPOINTED

23/06/2023.

AREA OF EXPERTISE:

Legal, Governance, Compliance, Regulatory.

SACAA BOARD COMMITTEE MEMBERSHIPS:

Audit and Risk Committee (ARC) & Human Resources Committee (HRC).

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

Alliance Group Investments, All Alliance Subsidiaries, Appointed as one of the Chairpersons of the SARS Board for Gauteng.

MR TSHEPO PEEGE
Board Member

QUALIFICATIONS

Master's Degree in Transport Policy and Management, Executive Course in Urban and Property Development, Civil Aviation Chief Executive Programme, Finance for Senior Executives, Diploma in Aviation Technology Specialising in Avionics, B727-200 Flight Engineer Systems Certificate, Aircraft Accident Investigation Diploma, Aviation Safety Program Management Diploma, Airport Operations and Transportation Development, Boeing 727 Flight Engineer Licence, Certificate in Personnel Practice, Personnel Management Industrial Relations, Dangerous Goods for Aircrew, Airplane Accident Investigation Techniques for Airline Flight Safety Organisations, Airport Management, Integrated Safety Management Systems, Airline Management Integration, Flight Safety and Human Factors, ICAO Regional Hands-On Training Workshop for States Action Plan on CO2 Emissions Reduction, Universal Safety Oversight Audit Programme CMA Activities Training in the Area of OPS.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Non-Executive Director (NED), Chairperson of Safety, Security and Environment Committee (SSEC).

DATE APPOINTED

23/06/2023.

SACAA BOARD COMMITTEE MEMBERSHIPS:

Safety, Security and Environment Committee (SSEC) & Audit and Risk Committee (ARC).

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

None

AREA OF EXPERTISE:

Aviation.

MS POPPY KHOZA
Director of Civil Aviation

QUALIFICATIONS

Executive MBA in Aerospace Management, B. Management and Advanced Business Programme, International Executive Development Programme (Wits Business School), Executive Development Programme (Henley Business School), Certificate in Travel and Tourism, Civil Aviation Chief Executive Programme Certificate, Certificate in Aviation Safety for Directors-General, International Visitor's Leadership Programme (USA Alumni), Various Civil Aviation Certificates from ICAO and IATA.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE):

Executive Director, Director of Civil Aviation (DCA).

DATE APPOINTED

Appointed 1/12/2013, Re-appointed 1/12/2018, Re-appointed 1/12/2023.

OTHER DIRECTORSHIPS (LIST THE ENTITIES):

None

AREA OF EXPERTISE:

Leadership and Aviation

6. Committees

6.1 Strengthening Governance through Board Committees

Well constituted Board Committees are pivotal to SACAA's governance architecture, transforming the Board's strategic intent into detailed scrutiny and informed decision making. In line with King IV™ Principle 8 and Section 81 of the Civil Aviation Act, the Board has formally delegated specialised responsibilities to its committees while retaining ultimate accountability.

This delegation model recognises that the Authority's operating environment is complex and risk intensive. It therefore requires focused forums where subject matter experts can interrogate technical issues, regulatory requirements and emerging risks in far greater depth than is feasible at full Board meetings.

Each committee operates under an annually reviewed Terms of Reference that clearly defines its mandate, authority levels, reporting lines and performance indicators.

Compositions are intentionally balanced for independence, diversity and sector-specific expertise, ensuring robust deliberations and fresh perspectives.

Regular committee briefings, combined with structured reporting cycles, provide seamless escalation of critical matters and recommendations to the Board. This layered approach not only improves the quality of Board deliberations but also enhances organisational agility, allowing the Board to make timely, well-informed decisions.

By coupling specialised committee oversight with the Board's collective authority, SACAA achieves a governance framework that is both comprehensive and responsive, fortifying the organisation's ability to navigate complexity, safeguard stakeholder trust and deliver on its civil aviation mandate.

The Board had three committees in place during the 2024/25 financial year, namely:

AUDIT & RISK COMMITTEE (ARC)

HUMAN RESOURCES COMMITTEE (HRC)

SAFETY, SECURITY & ENVIRONMENT (SSE)

Board and Committee Meetings 2024/25 financial year					
Committee	**Responsibility**	**No. of Meetings Held**	**No. of Members**	**Name of Members**	**Meetings Attended**
Audit and Risk Committee	The Audit and Risk Committee (ARC) is a statutory body that exercises fully independent, objective oversight of the Authority' affairs. Its purview spans financial and sustainability reporting, financial management practices, risk management, internal control frameworks, internal audit plans and outcomes, external audit engagements, procurement integrity, and information-technology governance. Established in terms of, and largely mandated by the PFMA, the ARC serves as a critical assurance partner to the Board, strengthening accountability to both stakeholders and the broader public sector. Committee members were nominated by the Board and their appointments were unanimously ratified at the Annual General Meeting held on 6 September 2024, thereby formally constituting the ARC for the current governance cycle.	9 22/04/2024 25/05/2024 22/07/2024 29/07/2024 12/08/2024 22/10/2024 5/12/2024 23/01/2025 25/03/2025	4	Mr S Sooklal -(Chairperson)	9/9
				Ms Z Nkosi (Independent Specialist member)	8/9
				Adv M Lebakeng	7 /9
				Mr T Peege	8/9
Human Resources Committee	The HRC provides independent and objective oversight over, among others, human resources issues, labour relations, collective bargaining issues, remuneration, performance management systems, reward strategy, retention policy, succession planning and any other issues relating to the workforce of the SACAA.	8 15/04/2024 16/07/2024 19/08/2024 16/10/2024 25/10/2024 10/12/2024 17/01/2025 24 and 25/01/2025	4	Ms B Koyana -(Chairperson)	8/8
				Mr S Sooklal	7/8
				Adv M Lebakeng	7/8
				Ms T Phewa	6/8
Safety, Security and Environmental Committee	SSEC was constituted to ensure that the Board is fully appraised of aviation safety and security matters, including environmental issues. The committee provides oversight over aviation safety, security and environmental matters and mobilises the requisite resources these matters, including audits. The SSEC also reviews key strategies that affect safety and security in the aviation industry as well as the quarterly divisional reports.	4 17/04/2024 18/07/2024 17/10/2024 20/01/2025	3	Mr T Peege -Chairperson	4/4
				Ms B Koyana	4/4
				Ms T Phewa	4/4
Board Meetings & other Session/ Workshops		**No. of Meetings Held**	**No. of Members**	**Name of Members**	**Meetings Attended**
BOARD MEETINGS		10 29/04/2024 30/05/2024 10/06/2024 13/06/2024 30/07/2024 23/08/2024 8/20/2024 t 30/10/2024 11/12/2024 31/01/2025	7	Mr E Khosa - Chairperson	9/10
				Ms Koyana	10/10
				Mr S Sooklal	10/10
				Ms Phewa	9/10
				Mr T Peege	10/10
				Adv. M Lebakeng	10/10
				Ms P Khoza	10/10

BOARD STRATEGY SESSION		2 22/08/2024	7	Mr E Khosa - Chairperson	1/1
				Mr S Sooklal	1/1
				Ms B Koyana	1/1
				Ms R Phewa	1/1
				Mr T Peege	1/1
				Adv. M Lebakeng	1/1
				Ms P Khoza	1/1
ANNUAL GENERAL MEETING (AGM)		1 06/09/2024	7	Mr E Khosa - Chairperson	1/1
				Mr S Sooklal	1/1
				Ms B Koyana	1/1
				Ms R Phewa	1/1
				Adv. M Lebakeng	1/1
				Mr T Peege	1/1
				Ms P Khoza	1/1
BOARD TASK TEAM		3 20/06/2024 28-06-2024 1/10/2024	2	Mr E Khosa - Chairperson	3/3
				Mr T Peege	3/3

Table 24: Board and Committee Meetings 2024/25 financial year

Board Committee Meetings, 2024/25

The Board remuneration is determined by the Minister of Transport in accordance with the Civil Aviation Act. Board Members are paid a monthly stipend and, in addition, are rewarded for meeting attendance and preparation. Members are also reimbursed for any travel expenses incurred. The Board remuneration is disclosed in the annual financial statements and is summarised here below:

Name	Annual Stipend & Fees Remuneration	Other Allowance	Other Reimbursements*	Total
Mr E Khosa[1]	357 175	N/A	5 363	362 538
Mr Sooklal[2]	354 782	N/A	7 224	362 006
Ms B Koyana	325 242	N/A	8 691	333 933
Ms ZG Nkosi	38 518	N/A	183	38 701
Advocate M Lebakeng	324 032	N/A	22 060	346 092
Mr T Peege	334 079	N/A	16 891	350 970
Total	**1 733 828**	**N/A**	**60 412**	**1 794 240**

Table 25: Board Remuneration

Reimbursement expenses are disclosed in terms of Section 28 (1) (4) of the PFMA as reimbursement costs paid to Board members. The costs include travel costs for all meetings of the Board and its Committees.

1. *Fees include stipend and 15% VAT*
2. *Fees include stipend and 15% VAT*

7. Risk Management

The 2024/25 strategic risk register was approved by the SACAA Board in the previous financial year. Implementation of the mitigation actions is ongoing. Risk is escalated where necessary and emerging risks are monitored to ensure that the organisation introduces proper and adequate controls to mitigate the risk. During the reporting period, the SACAA experienced cyber threats which were not successful, however, this encouraged the organisation to reassess its risk exposure, and this resulted in the cyber residual risk increasing as new measures are put in place.

7.1 Enterprise-Wide Risk Management (EWRM)

The SACAA has adopted Enterprise-Wide Risk Management (EWRM) as an essential component of effective corporate governance. The organisation has an approved Risk Management Policy, supported by a comprehensive strategy and framework, which affirms the organisation's commitment to sound risk management practices.

The objective of the SACAA's EWRM programme is to reduce the total cost of risk, maximise available opportunities, and add sustainable value to all organisational activities by supporting the achievement of key strategic objectives. To this end, enterprise-wide risk management is embedded throughout the SACAA to ensure the organisation fulfils its mandate, achieves its strategic objectives, and capitalises on identified opportunities. This is accomplished through the continuous reassessment of existing risks and the proactive identification of emerging risks and opportunities.

All identified risks – whether strategic, tactical, or operational - were assessed, updated in the relevant risk registers, and mitigated through the application of existing controls and the implementation of recommended actions to ensure an acceptable level of control effectiveness.

The SACAA's risk appetite was determined in direct alignment with its strategic objectives and considered in the context of strategy setting, resource allocation, and key management decisions. Risk management remains a standing item on the agendas of both the ExCo and the Audit and Risk Committee (ARC). The ARC reviews the organisation's risk profile on a quarterly basis. As outlined in the Strategic Risk Register matrix below, notable progress has been made in implementing the identified recommended actions.

A maturity assessment was conducted by an independent service provider on both Risk and Combined Assurance (CA). The risk environment is stabilising well over time and all governance processes are in place and effective. CA matured at a faster rate despite the organisation adopting this model in the past few years.

7.2 Business Continuity Management

During the period under review, the SACAA's objective was to establish consistent and repeatable processes for all aspects of Business Continuity Management (BCM), covering both the development and execution of plans. This aim is not only to strengthen resilience in day-to-day business operations, but also to ensure the effective management of unexpected disruptive events.

Business disruptions can affect organisations of any size and in any location, arising from factors such as adverse weather, power outages, political unrest, hazardous spillages, or even pandemics.

To mitigate these risks and ensure operational resilience regardless of the type of disruption, the SACAA develops Business Continuity Plans (BCPs). The organisation reviews its Business Impact Analyses (BIAs) and BCPs annually, or as circumstances require.

The SACAA's business continuity programme continuously demonstrated its maturity, effectiveness, and status during the 2024/25 financial year through scheduled, announced, and scenario-based testing. A critical component of the programme was ensuring that users remained productive while maintaining the necessary levels of safety, security, and access control to corporate resources.

This approach ensured that the entity's working environment – including virtual applications and desktops – supported seamless workforce productivity, enabling employees to work flexibly from any location while keeping applications and information secure.

SACAA STRATEGIC RISK MATRIX – 2024/25

Score Range	Risk Level
1 to 4	Low
5 to 9	Medium / Moderate
10 to 16	High
17 to 25	Extreme

No	Strategic Outcome	Risk Name	Risk Description	Inherent Risk Level	Residual Risk Level
1	Optimised financial sustainability	Revenue, Economic Climate	Financial sustainability of the Regulator.	25	10
2	Optimised Human Capital Management	Human Capital	Failure to attract, develop and/or retain critical and scarce talent	20	12
3	Improved Stakeholder engagement and service excellence	Stakeholder Management	Poor Stakeholder Relations impacting negatively on aviation safety and security oversight	20	16
4	Strengthened Safety, Security and Environment oversight system	Safety and Security oversight	Ineffective implementation of aviation safety and security oversight resulting in an increase of accidents and unlawful interference	25	8
5	Optimised Innovation and Technology management	Business Resilience	Inability of the business to continue operations following a disruptive event	25	12
6	Strengthened Safety, Security and Environment oversight system	Legislative Non-Compliance	Non-compliance with New and Amended Legislation and Regulations	20	12
7	Sustained good governance and organisational effectiveness	Third Party Management	Ineffective 3rd Party Management resulting in increased costs, loss of services and equipment shortages	20	16
8	Optimised Innovation and Technology management	Cyber Security	Cyber Breaches resulting in Data Fraud, Theft and affecting Data Integrity	25	20
9	Sustained good governance and organisational effectiveness	Governance	Ineffective corporate governance resulting in poor Ethics, increased Corruption and Fraud, negatively impact on the effective delivery of the mandate and the sustainability of the SACAA	20	12
10	Strengthened Safety, Security and Environmental Oversight System	Environmental Oversight	Ineffective environmental oversight resulting in excessive carbon emissions, operating restrictions and negative financial implications	25	8

Table 26: SACAA Strategic Outcomes Risk Register, 2024/25

8. Internal Control

8.1 Whistleblowing

In compliance with the Protected Disclosures Act, 2000, (Act No. 26 of 2000), the SACAA has established and maintains an independent fraud hotline service. During the year under review, all concerns or complaints received, whether from within or outside the SACAA, were received, recorded, analysed, and allocated to relevant divisions for investigation.

The Audit and Risk Committee also discusses reports from the Whistleblowing hotline through reports presented by the Internal Audit Division. The Audit and Risk Committee regularly receives progress reports on the status of the investigations, and the Committee ensured that the necessary corrective actions were taken by management. The Committee, in the year under review, approved the Annual Forensic – Fraud and Corruption Plan, which has targets addressing whistleblowing.

8.2 Fraud and Corruption Prevention Framework

The Fraud and Corruption Prevention Framework was approved by the Board and was implemented, including all other supporting policies. The Fraud and Corruption Prevention Policy was amended to consider changes introduced by the National Treasury in dealing with procurement processes.

In the period under review, various awareness campaigns were conducted internally and externally, including awareness campaigns relating to the whistleblowing processes involving the Industry Liaison Forum (ILF), general staff meetings, management meetings as well as sessions during the Culture Week. Implementation of the approved Annual Forensic – Fraud and Corruption Prevention Plan was done throughout the year. All targets set in the plan were implemented, which translated to a 100% achievement rate.

Financial Year (FY)	Total Cases received in the FY	Finalized Cases	Percentage (%)
2022/23	80	80	100%
2023/24	44	35	80%
2024/25	64	42	66%

Table 27: Status of reported cases

Most of the incidents reported related to irregular aviation business practices, which needed the intervention of the SACAA to enforce compliance with regulations by various stakeholders.

Management continued to monitor the forensic investigations that were conducted and expedited the implementation of the recommendations made by the Forensic Services Department, as well as incidents reported through the Fraud Hotline.

The reporting and investigation of incidents were enhanced by Management's commitment to fully implement the recommendations contained in the Forensic Investigation Reports. The Audit and Risk Committee also monitored the implementation of the forensic reports.

A comprehensive Fraud Risk Assessment was conducted during the year, and monitoring of corrective and improved management actions was done periodically to strengthen the internal control environment.

The work done to manage and/or reduce fraud, and corruption provided the Audit and Risk Committee as well as the Board with the required level of assurance that the risks associated with fraud, corruption, and maladministration were being managed effectively by the SACAA.

8.3 Vuvuzela Whistleblowing Hotline

As part of the promotion of a robust safety culture, the organisation is committed to conducting our business ethically with honesty, integrity, and invite all stakeholder to utilise our Vuvuzela Hotline to report any mischievous activities on this free call number 0800 204 911 and email: sacaa@hotline.co.za . All whistleblowers remain anonymous with all your information treated with confidentiality.

9. Combined Assurance (CA) Performance

In accordance with corporate governance best practices, the SACAA adopted the King IV™ guidelines to ensure that its CA model incorporates and optimises assurance activities and functions as an essential component of effective corporate governance.

The SACAA has an approved CA Policy, supported by the Combined Assurance framework and procedure, which affirms the organisation's commitment to good governance practices. The SACAA Combined Assurance model, which considers the five lines of assurance, integrates the efforts of internal assurance providers with those of independent and external assurance providers in addressing the significant risk areas affecting the organisation.

During the period under review, the organisation's Risk Management function coordinated the implementation of the approved 2024/25 Combined Assurance Plan and facilitated the collaboration of all assurance providers to ensure that significant risk exposures were adequately monitored and managed.

ExCo, the Audit and Risk Committee (ARC), and the Board continued to provide oversight of the SACAA's CA function by monitoring the effectiveness of the organisation's CA processes.

The SACAA's CA maturity was assessed by an external service provider, providing an independent and objective evaluation of the organisation's CA management processes.

The SACAA's CA maturity level was assessed at Level 4 (Managed).

10. Audit and Risk Committee Report (ARC)

The ARC is pleased to present its report for the financial year ended 31 March 2025.

Audit and Risk Committee responsibility

The Committee reports that it has discharged its fiduciary duties arising from sections 50(1) and 51(1) of the PFMA and Treasury Regulations based on the committee's critical oversight role. In terms of these sections, the ARC confirms that it acted with integrity, in good faith and with due care. It is further reported that it adopted appropriate formal terms of reference as its ARC Charter, regulated its affairs in compliance with this charter and discharged all its responsibilities as contained therein.

The ARC is established as an independent statutory committee in terms of the PFMA and the Civil Aviation Act. The Committee oversees all audit, finance, legal compliance, performance information, information technology, internal audit, combined assurance, business continuity, fraud, corruption and risk matters for the SACAA. However, the SACAA Board remains ultimately accountable for performance information, legal compliance, financial and risk management.

The ARC for the year ended 31 March 2025 comprised of three non-executive members and an independent specialist member. The independent member was appointed in November 2020 and re-appointed on 1 June 2022 by the Board.

The Committee is chaired by Independent Non-Executive Member, Mr. Surendra Sooklal. On 1 August 2023, Adv. Mpati Lebakeng and Mr. Tshepo Peege were appointed as members of the committee. The ARC membership was confirmed by the Executive Authority at the Annual General Meeting (AGM) that was held on 6 September 2024. It is pointed out that the Board's term was due to end on 31 May 2025 but was subsequently extended by a period of six months, or up until the new Board is appointed, whichever occurs first. By implication, the term of the ARC was extended.

The Director of Civil Aviation, Executive: Finance, Chief Audit Executive, Executive: Corporate Services and the Auditor-General South Africa all have standing invitations to the ARC meetings. The appointment of the ARC members is confirmed annually at the AGM by the Executive Authority.

On an annual basis, the ARC assesses the effectiveness of the Internal Audit activity against the criteria outlined below:

- Achievement of the annual Internal Audit Plan;
- Compliance with the Institute of Internal Auditors' professional standards;
- Achievement of reporting protocols through management to the ARC;
- Timeliness of reporting of findings and activities;
- Responsiveness to the changing business and operational environment;
- Management's acceptance and closure of the internal audit findings;
- Quality and relevance of the annual assessment reports;
- Level of co-operation and interaction with other assurance providers within the agreed Combined Assurance approach;
- Maintenance of adequate staffing and resource levels to achieve the annual Internal Audit Plan outcomes and meet the requirements of the Internal Audit Charter; and
- Meeting the budget allocated to the internal audit function.

During the period under review, the Committee held five scheduled meetings, and four special meetings. The purpose of the special meetings was to consider the internal audit and forensic plans, policies, ENE budgets, tenders, and APP deliverables. The Chairperson of the Committee reports to the Board quarterly regarding the Committee's deliberations, decisions, and recommendations. In addition, the Committee also reports quarterly to the Executive Authority.

Attendance of ARC meetings by members

Mr S Sooklal	9 out of 9
Ms Z Nkosi	8 out of 9
Adv M Lebakeng (Appointed on 01 August 2023)	7 out of 9
Mr T Peege (Appointed on 01 July 2023)	8 out of 9

Work of the Committee in 2024/25

The ARC submits this report for the financial year ended 31 March 2025, as required by Treasury Regulations 27.1.7 and 27.1.10(b) and (c) issued in terms of section 51(1)(a)(ii) and 76(4)(d) of the PFMA.

The Committee is satisfied that it has fulfilled its statutory duties and responsibilities as required by the PFMA and Treasury Regulations, as well as various additional responsibilities assigned to it by the Board during the period under review.

The effectiveness of internal control and risk management

Internal Audit plays a critical role in strengthening governance and accountability within the SACAA. It provides the ARC with independent, objective, and reasonable assurance regarding the adequacy and effectiveness of internal controls across all significant areas of the organisation. These areas include governance, risk management, compliance, and operational processes.

This assurance is delivered through the execution of a Risk-Based Annual Internal Audit Plan, which is aligned with the SACAA's strategic objectives and key risk areas.

This plan is approved annually, before the beginning of each financial year, by the ARC with its implementation monitored quarterly throughout the year.

In conducting audits, Internal Audit not only evaluates the effectiveness of existing controls but also recommends enhancements aimed at improving the efficiency and reliability of internal processes. Furthermore, Internal Audit tracks management's implementation of corrective actions arising from audit findings and reports progress to the ARC on a regular basis.

During the reporting period, both internal and external audit reviews identified certain control deficiencies. These were promptly communicated to management with appropriate remedial actions taken. Based on the outcome of these reviews and the follow-up assessments conducted, we are satisfied that the internal control systems relating to financial reporting and broader risk management remained adequate and effective for the period under review.

Based on reviews from both internal and external auditors, issues highlighting deficiencies in the internal control system were communicated to management, and necessary corrective actions were implemented. Therefore, we can confirm that the systems of internal control over financial reporting during the period under review are deemed to be adequate and effective.

In terms of Section 51(1)(a)(i) of the PFMA, the Accounting Authority is required to ensure that the SACAA maintains an effective, efficient, and transparent system of financial, risk management and internal control. In fulfilling these responsibilities, the Accounting Authority, that is supported by the ARC, continuously monitors the organisation's control environment while ensuring that the necessary improvements have been implemented.

The ARC remains fully committed to upholding high standards of governance and oversight. It ensures that the internal audit function is independent and adequately resourced with the necessary skills, authority, and access to all areas of the organisation. During the financial year, the Committee oversaw several internal control reviews, which covered financial, operational, compliance, and risk-related activities. These efforts contribute to the SACAA's commitment to transparency, accountability, and sound financial management.

During the year under review, the Committee conducted the following activities.

Reviewed and recommended the following reports, policies, and/or other matters to the Board for approval:

- Quarterly risk reports containing potential risks and opportunities aligned to the SACAA's strategic plan;
- Quarterly PFMA compliance reports;
- Quarterly finance and materiality reports;
- Quarterly performance management reports;
- Information and Communication Technology (ITC) quarterly reports;
- Combined Assurance quarterly reports;
- Legal compliance quarterly reports;
- Fraud and corruption quarterly reports;
- SACAA's policies on forensic investigation, supply chain management, whistle blowing, EWRM, Business Continuity Management, Combined Assurance, Security and ITC;
- Risk assessment and risk management, including fraud risks and information technology risks;
- The Medium-Term Expenditure Framework and the Estimates of National Expenditure for the ensuing periods;
- The draft 2024/25 Annual Report;
- Revision of the Delegation of Authority;
- Maturity assessment of risk and combined assurance within the entity;
- Adequacy of the entity's insurance covers;
- Review of policies applicable to the supply chain, other financial, risk, internal audit, fraud and legal compliance;
- The ICT strategy, and the Cyber Security Strategy and threat assessments; and
- Oversight of capex projects.

Evaluation of the Annual financial Statements

The ARC has reviewed the AFS of the SACAA for the financial year ended 31 March 2025. The Committee is satisfied that the financial statements were prepared in accordance with the applicable accounting standards and that the accounting policies adopted are appropriate, consistently applied, and in line with legislative and regulatory requirements. The entity received an unqualified audit opinion which reflects strong financial governance and effective internal controls.

In the course of its review, the Committee paid particular attention to the following key areas:

- Significant financial reporting judgments and estimates: The Committee is satisfied that all material estimates and judgments were based on sound methodologies, supported by appropriate assumptions, and transparently disclosed.
- Clarity and completeness of disclosure: The disclosures in the financial statements were found to be clear, relevant, and complete, enabling users of the financial statements to understand the financial results and position of the SACAA.
- Quality and acceptability of accounting policies: The accounting policies applied were deemed appropriate for the nature of the SACAA's operations and remained consistent with prior years, with no significant changes impacting comparability.
- Compliance with accounting standards and legal requirements: Full compliance with Generally Recognised Accounting Practice (GRAP) and all relevant legislative prescripts, including the PFMA, was confirmed.
- Significant adjustments and/or unadjusted differences resulting from the audit: There were no material misstatements or audit adjustments required, reflecting the high quality of financial reporting and controls in place.
- Reflection on unusual circumstances or events: No unusual transactions were identified that required special accounting treatment, and the Committee is satisfied with management's explanations on all financial statement matters.
- Reasons for major year-on-year fluctuations: All significant variances from the previous financial year were appropriately explained and substantiated by underlying financial activities or operational events.
- Calculation and levels of general and specific provisions: The provisioning methodologies used were found to be prudent, risk-aligned, and in accordance with applicable accounting standards.
- Write-offs: All write-offs were properly authorised, justified, and adequately disclosed in the financial statements.
- The basis for the going concern assumption: The SACAA's financial position, cash flow, and performance indicators support the appropriateness of the going concern assumption, which was endorsed by both management and the external auditors.
- Compliance with financial reporting standards and governance requirements: The financial statements were prepared in accordance with the applicable accounting framework, including GRAP, and were found to comply with all relevant legislative and governance standards.
- Overall presentation and disclosure: The committee ensured that the annual financial statements and report, taken as a whole, are fair, balanced, and understandable. The disclosures made provide stakeholders with the necessary insight into SACAA's strategy, performance, and financial position.

Based on the above review and the audit outcome, the ARC confirms that the AFS fairly presents the financial performance and position of the SACAA for the 2024/25 financial year and recommends them for approval by the Accounting Authority.

Financial reporting

In line with its mandate to support the Board in safeguarding the integrity of the SACAA's financial reporting, the Audit and Risk Committee reviewed the Annual Financial Statements for the year ended 31 March 2025 in consultation with both management and the external auditors.

Throughout the period under review, the Committee's primary focus remained on enhancing the reliability and transparency of financial reporting, strengthening financial controls, and upholding the integrity of SACAA's financial statements. The clean audit outcome is reflective of this commitment and the effectiveness of the financial governance framework in place.

Internal Audit

The Internal Audit department is responsible for the provision of professional, independent, and objective assurance on the adequacy and effectiveness of the internal control environment across all the significant areas of the SACAA's operations and assists the SACAA in achieving its set objectives.

Key activities of Internal Audit are:

- to develop and implement a three-year risk-based internal audit plan which considers risks and concerns identified and raised by management and those raised by the Audit and Risk Committee. The plan is submitted to the Audit and Risk Committee for approval;
- to build and enhance the skills level of audit staff with knowledge to assist them in the execution of planned audits; and
- to provide optimal audit coverage by considering

the scope of work of the external auditors and other assurance providers within the SACAA as per the Combined Assurance Framework.

The Internal Audit department completed all planned audits and ad hoc requests from management for the period under review.

The ARC is responsible for ensuring that the Internal Audit function is independent and has the necessary resources, standing and authority within the SACAA to enable the function to discharge its duties. Furthermore, the ARC oversees co-operation between the internal and external auditors and serves as a link between the Board and these two functions.

Internal Audit's activities are measured against the approved annual internal audit plan and the Chief Audit Executive tables progress reports in this regard to the ARC on a quarterly basis.

During the reporting period the Audit and Risk Committee reviewed and approved of the following matters:

- The risk-based annual internal audit plan and the three-year risk-based internal audit rolling plan;
- Progress reports on the closure of the internal audit findings;
- Internal audit's quarterly reports in line with the approved internal audit plan; and
- Internal audit charter for the 2024/2025 financial year.

The ARC has formed an opinion that adequate, objective internal audit policies and procedures exist within the SACAA and that the SACAA's Internal Audit department has complied with The Global Internal Audit Standards, the required legal, regulatory, and other responsibilities as stipulated in its Charter during the period under review. We are satisfied that the Internal Audit Function is operating effectively, and that it has addressed the risks pertinent to the SACAA in its internal audit engagements.

Whistleblowing

In compliance with the Protected Disclosures Act, 2000, the SACAA established and maintains an independent fraud hotline service. The ARC reports that for the financial year under review, it received and dealt with all concerns or complaints, whether from within or outside of the SACAA.

The ARC also discusses reports from the Whistleblowing hotline through reports presented by the Internal Audit Division's Forensic Services department. The ARC receives progress reports on the status of the investigations, and the Committee ensured that the necessary corrective actions were taken by management. The Committee in the year under review also reviewed and approved the Whistleblowing and Investigation Policies, Fraud and Corruption Prevention Framework and the Annual Forensic: Fraud and Corruption Prevention Plan.

The quality of management and quarterly reports submitted in terms of the PFMA

The ARC is satisfied that it received sufficient, reliable, and timely information from management to enable it to fulfill its responsibilities. During the year under review, quarterly management reports were presented by management to enable the Committee to:

- Monitor the integrity, accuracy, and reliability of the financial position of the SACAA;
- Review the management accounts of the SACAA to provide the Accounting Authority with an authoritative and credible view of the entity's financial position.
- Review the disclosures made in the financial reports of the SACAA and the context in which statements on the financial health of the entity are made; and
- Review all material information presented together with the management accounts.

The quality of budgets submitted in terms of the PFMA

The ARC is satisfied that it received sufficient, dependable, and timely information that enabled it to:

- Review and ensure that the annual budgets are balanced, credible and realistic against the approved business plans; and
- Monitor and periodically review the implementation of the approved budget by the Accounting Authority.
- Monitor Risk Management and Combined Assurance activities.

Risk Management and Combined Assurance

The Committee acknowledges the significant strides made in enhancing the SACAA's risk management environment, including the implementation of the updated risk management policy, framework, and plans. Risk management remains a cornerstone of good governance and is essential to support the achievement of SACAA's strategic objectives, promoting operational resilience, and safeguarding public confidence in civil aviation oversight.

During the year under review, the Committee provided oversight of the organisation's risk governance processes to ensure that key risks were pro-actively identified, assessed, monitored, and mitigated. Management continued to embed risk management practices into day-to-day operations, with regular reporting to the Committee on the status of strategic, operational, and emerging risks. The Committee is satisfied that the risk register and mitigation strategies are reflective of the current risk landscape and aligned with SACAA's risk appetite and tolerance levels.

In addition to the internal risk environment, the Committee oversaw Business Continuity Planning efforts to ensure organisational preparedness in the event of disruptions. The SACAA's business continuity framework and plans were reviewed and assessed to confirm their adequacy and responsiveness to potential threats. These measures are crucial to ensure that the organisation can continue to fulfil its regulatory mandate with minimal interruption during unforeseen events.

The Committee also acknowledges continued improvements in the application of the Combined Assurance model, which remains an integral part of SACAA's governance structure. This model ensures coordination among various assurance providers including Internal Audit, Risk Management, Compliance, Management, and External Audit across the five levels of assurance.

The combined assurance approach enhances the quality, coverage, and efficiency of assurance efforts, reduces duplication, and ensures that significant risk areas receive appropriate attention. Maturity assessments were conducted by an independent service provider on both the Risk and Combined Assurance activities of the entity and the outcome indicated that the entity is progressing steadily in the risk front whilst the organisation has progressed significantly in the Combined Assurance efforts.

Throughout the period, the ARC provided active oversight of the combined assurance plan, ensuring it was effectively implemented, aligned with organisational priorities, and supportive of a unified approach to risk and control assurance. This collaborative model has strengthened the SACAA's ability to make informed decisions, foster accountability, and maintain strong internal control and governance systems.

The Committee is satisfied with the progress made in embedding risk management and combined assurance practices across the organisation. These practices remain critical to ensure resilience, regulatory effectiveness, and the long-term sustainability of the SACAA.

Auditor-General of South Africa

The ARC has met with the Auditor-General to ensure that there are no unresolved issues.

The ARC monitored the implementation of the action plan to address matters arising from the management report issued by the Auditor-General for the 2023/24 financial year.

The Auditor-General has unrestricted access to the SACAA's records and management. It furnishes a written report to the Committee on significant findings arising from the annual audit and can raise matters of concern directly with the Chairperson of the Committee.

The ARC concurs with and accepts the conclusions and the audit opinion of the Auditor-General on the AFS and is of the view that the audited financial statements be accepted and read together with the report of the Auditor-General of South Africa.

Mr S Sooklal

Chairperson of the Audit and Risk Committee

Date:

11. Compliance with Laws and Regulations

The SACAA recognises that an unwavering commitment to legal compliance is fundamental to safeguard aviation safety, protect stakeholder trust, and uphold our standing as a responsible corporate citizen.

In April 2024 the Board approved a comprehensive Legal Compliance Implementation Plan, providing a clear road map to embed a robust, organisation wide culture of compliance.

Built around the principles of King IV™, specifically Principle 13, which calls on governing bodies to "govern compliance with applicable laws and adopted, non binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen" the Plan equips SACAA to anticipate, interpret, and respond to the dynamic South African regulatory landscape.

Elevating our compliance architecture

During the year under review, the Legal Compliance function expanded its scope and reach, moving beyond the development of Compliance Risk Management Plans (CRMPs) to traditional monitoring to deliver an integrated, risk-based compliance assurance. Highlights include:

- **Sophisticated legal horizon scanning:** Continuous analysis of legislative developments ensures that emerging legal obligations are identified early, mapped to operating processes, and incorporated into policy updates without delay.
- **Compliance Risk Management Plans:** Detailed CRMPs were developed for identified high and medium risk laws, delivering a structured view of obligations, inherent risks, control activities, and accountability matrices.

Targeted focus on Protection of Personal Information Act, 4 of 2013 (POPIA) and Prevention and Combating of Corrupt Activities Act, 12 of 2004 (PRECCA):

Recognising the heightened exposure posed by data privacy and anti-corruption legislation, SACAA instituted dedicated compliance dashboards, enabling Divisions to track control effectiveness in real time, escalate gaps, and measure remediation progress.

Reporting and assurance: Quarterly compliance reports were presented to the Audit & Risk Committee and the Board, providing a holistic view of control maturity, emerging risk indicators, and key remedial actions on identified medium and high-risk laws. Independent assurance from Internal Audit further validates the robustness of our control environment.

Embedding a culture of compliance

Beyond systems and processes, SACAA prioritised behavioural change:

- **Awareness & capacity building:** Tailored workshops, and scenario based training was deployed strengthening employees' understanding of legal obligations and ethical decision making.
- **Leadership endorsement:** Executives championed compliance messaging in quarterly townhall sessions, reinforcing the "tone from the top" essential to sustainable behavioural change.

Looking ahead

In the forthcoming financial year, SACAA will deepen its compliance posture by:

- Extending CRMP coverage to all remaining low risk statutes for full spectrum oversight.
- Deploying an automated solution to strengthen realtime compliance monitoring and predictive risk modelling.
- Increasing awareness on legal compliance.

Through these initiatives, SACAA continues to demonstrate that legal compliance is not a box ticking exercise, but a strategic enabler of ethical leadership, operational resilience, and sustained public confidence in South Africa's civil aviation system.

Ethics Management

Ethics is the linchpin of the SACAA's governance model, seamlessly aligned with our cultural pillars and underpinning the authority's most valuable asset: an unblemished reputation.

In April 2024, the Board reaffirmed this commitment by approving a robust Ethics Implementation Plan, crafted to give practical effect to the Board endorsed Ethics Framework and Policy and fully aligned with King IV™'s call for leadership that is simultaneously ethical and effective.

The Plan transforms ethics from a compliance exercise into a living discipline that permeates oversight, risk management, and integrated thinking across the organisation.

Implementation highlights for 2024/25 financial year:

- **Ethics Risk Register:** subject to rolling updates, providing real time insight into emerging ethical exposures.
- **Automated Gifts Register:** an automated platform

for the declaration of gifts was launched delivering instant transparency, streamlined approvals, and audit trails.

- **Independent, scenario based training:** targeted at staff and management to sharpen ethical judgment and reinforce accountability.
- **Industry engagement:** establishment of an ethics desk at flagship aviation events to embed our standards within the wider sector.

The moral compass below highlights key activities from the Ethics Implementation Plan for the 2024/2025 Financial year:

Collectively, these initiatives have had a positive and profound impact, sharpening ethical awareness, strengthening ethical decision making, and deepening internal controls throughout SACAA by making sure our moral compass remain intact at all times.

Embedding culture and empowering people

The Ethics Function has worked tirelessly. not only to entrench standards. but also, to empower employees to navigate complex ethical dilemmas with confidence. A standout initiative was "Culture Day" in February 2025, where an industrial theatre production dramatized everyday ethical challenges in an entertaining yet impactful format.

The event was well attended, enthusiastically received, and proved that engaging storytelling can embed ethical principles and dilemmas far more deeply than traditional webinars affirming Richard Branson's insight that "by putting employees first, the customer effectively comes first by default." Ethics was further embedded outwards through the development of a Code of Conduct for Clients and regular awareness, aimed at ensuring stakeholders understand and live the Authority's values.

Sustaining our ethical edge

Ethics at SACAA is no longer an adjunct responsibility; it is a strategic imperative integral to good governance, robust risk management, and organisational excellence. Under the Board's vigilant "tone at the top," the Authority continues to refine tools, leverage technology, and deliver immerse learning experiences that entrench a resilient ethical culture.

These efforts safeguard public trust, cement SACAA's leadership standing, and position the Authority to meet future challenges with integrity and confidence.

12. Company Secretary

The Board is supported by an experienced, professionally qualified Company Secretary who functions as the governance "gatekeeper," offering objective counsel on directors' fiduciary duties, strategic oversight, and evolving regulatory expectations.

The mandate, detailed in the Board Charter and fully aligned with the principles of King IV™ is appraised every year, with a deeper, independent evaluation conducted biennially through the Board-Effectiveness review to confirm its continued fitness, propriety, and value-add to the Authority.

To preserve independence while enabling effectiveness, the Company Secretary maintains an arm's-length relationship with the Board and individual Directors, yet is vested with sufficient authority, resources, and direct access to the Chairperson and Committee Chairs. Her responsibilities encompass:

- Keeping all statutory registers and CIPC filings current, ensuring airtight corporate records.
- Performing an annual "fit-for-purpose" review of all Board and Committee Charters against legislative updates, King IV™ practices, and organisational needs.
- Designing and facilitating the Chairperson-led annual Board evaluation, analysing results, and tracking remedial action.
- Advising on business ethics, conflicts of interest ,protocols, and emerging governance trends.
- Translating Board resolutions into clear directives, cascading them to executives and monitoring execution.
- Aggregating and distributing high-quality briefing packs so Directors have complete, timely information for sound decision-making.
- Orchestrating a robust induction, continuous learning, and skills-refresh programme tailored to each Director's tenure and committee role.
- Tracking statutory and aviation-specific regulatory changes, flagging compliance gaps, and coordinating timely remedial action.
- Overseeing the authority's ethics-management and legal compliance frameworks, including whistleblowing mechanisms and periodic policy audits.

13. Social Responsibility Performance

The SACAA seeks to extend its impact beyond its primary responsibilities of controlling, promoting, regulating, supporting, developing, enforcing, and continuously enhancing safety and security standards in the civil aviation sector.

To achieve this, the authority has implemented a Socio-Economic Development Programme designed to improve the well-being of vulnerable groups in South Africa, with a particular focus on women, people with disabilities and the education of youth and children. During the review period, three long-term projects were executed.

a). Youth-headed families support project

The SACAA is supporting twelve families across South Africa by providing them with monthly grocery vouchers, which can also be used to purchase essential household items such as kettles, microwaves, and irons.

This support is offered for a period of 12 months through the project. The goal is to ensure that school-aged family members can focus on improving their academic performance without worrying about hunger. Currently, the program benefits 45 members from 12 families most of whom are of school age and have successfully advanced to the next academic level. Four members completed their matriculation, and another four have graduated during the reporting period.

b). IFlySTEM Project

The SACAA IFLYSTEM project focuses on providing tutoring in Mathematics and Science for learners who are struggling in these subjects. Its goal is to enhance the academic performance of students from under-resourced schools, allowing them to compete fairly for bursary programs in the Aviation and other STEM-related fields.

The pilot program was launched at a school in Qwaqwa, Free State in 2022. In 2023 and 2024, the program was implemented in Kriel, a remote rural town in Mpumalanga. During the reporting year, the first group of matriculants from this project demonstrated notable improvements, achieving a 19% increase in Mathematics and a 14, 5% increase in Physics.

c). Charity Support Project

The charity support project aims to assist selected organisations over a three-year period by providing both financial and non-financial aid, as detailed below. During the reporting period, the SACAA continued its support for the Tshepang Care Centre by providing monthly grocery vouchers.

On Mandela Day, the SACAA donated a new, custom prefabricated modular building for the charity's Skills Centre and hosted an aviation careers fun day for the children. Unemployed women are utilising the Centre to learn sewing skills and create low-priced clothing items, which are sold to the community, helping to generate income for the children's feeding scheme.

Twenty students with visual impairments and various disabilities were sponsored to receive training in basic computer skills at the Action for the Blind Centre. This year-long program introduces students to computers and teaches them business communication skills, such as sending emails and searching the internet using special software. These skills enable the students to further their education and apply for learnership opportunities in call centres, reception, and data capturing.

Additionally, the organisation donated a six-month supply of adult nappies to the Vita Nova Centre, which cares for people with disabilities. The centre provides full-time care and employs over 80 staff members on a 24-hour schedule to attend residents ranging from babies to senior citizens.

14. B-BBEE Compliance Information

The SACAA prides itself on achieving effective supply chain management processes. In the year under review all Supply Chain Management (SCM) processes were in place with proper controls.

In line with the entity's contribution and compliance to corporate governance, the SACAA managed to give non-financial support to ten nominated Small, Medium and Micro Enterprises (SMMEs) in a form of various trainings with the entity further providing financial support to three nominated SMMEs. Three enterprises were provided with office furniture, branding material, laptops and printers, as well as computer monitors. This support to the ten nominated SMMEs is centred around youth, women, and black owned entities with more than 51% black ownership. The following are the stats for the year under review in relation to spend for women, youth, and black owned entities with more than 51% black ownership.

B-BBEE SPEND OF TOTAL EXPENDITURE ON WOMEN OWNERSHIP		
MONTHS	PERCENTAGE	RAND VALUE
April	28%	5 182 587
May	22%	4 046 142
June	8%	1 112 578
July	26%	4 001 709
August	6%	1 958 779
September	10%	2 579 762
October	7%	1 762 886
November	15%	3 581 016
December	22%	3 923 923
January	21%	2 819 043
February	14%	4 939 684
March	16%	4 498 158
TOTAL	16%	40 406 267

Table 28: B-BBEE spend of total expenditure on women ownership

B-BBEE SPEND OF TOTAL EXPENDITURE ON YOUTH OWNERSHIP		
MONTHS	PERCENTAGE	RAND VALUE
April	3%	560 321
May	5%	854 912
June	3%	379 748
July	5%	7 36 273
August	2%	533 911
September	2%	397 583
October	1%	287 630
November	6%	1 416 113
December	4%	658 608
January	3%	452 389
February	1%	422 930
March	2%	475 705
TOTAL	3%	7 176 125

Table 29: B-BBEE spend of total expenditure on youth ownership

B-BBEE SPEND OF TOTAL EXPENDITURE ON 51% OWNERSHIP		
MONTHS	PERCENTAGE	RAND VALUE
April	72%	13 509 798
May	51%	12 802 272
June	66%	9 246 396
July	58%	8 894 518
August	61%	15 958 310
September	36%	9 256 051
October	30%	7 193 898
November	53%	12 317 875
December	74%	12 831 444
January	56%	7 427 577
February	41%	14 624 845
March	2%	14 881 393
TOTAL	3%	124 062 984

Table 30: B-BBEE spend of total expenditure on 51% ownership

15. Occupational Health and Safety

a) OHS Inspection

INSPECTION AREA	STATUS
1. Sanitary Facilities	Completed
2. Firefighting equipment and installations	Completed
3. First Aid stations/boxes	Completed
4. Lighting and common appliances	Completed
5. General environment inspections and walkabouts	Completed

Table 31: Schedule of OHS Inspections 2024/25 financial year

There was an incident reported of an employee who accidentally tripped and fell in her office. The incident was reported to the Compensation Commissioner and the employee has received the necessary medical attention.

b) Injury On Duty

1 April 2024 - 31 March 2025	
Category of incidents	Number
Fatal Injury	0
Major injury	0
Minor injury	2
Dangerous occurrences	0
Total reports	**2**

Table 32: Injury on Duty 2024/25 financial year

PART D
HUMAN RESOURCES

1. Overview of the Human Resources (HR) Programmes

The Human Resources (HR) function is responsible for managing key aspects of the workforce to foster a productive, compliant, and positive work environment. This includes attracting and hiring suitable talent, managing employee relations, and nurturing a strong organisational culture. HR also plays a vital role in training and development, supporting employees in their professional growth while overseeing competitive compensation, benefits, and performance management.

Additionally, HR ensures compliance with labour laws and workplace safety regulations, safeguarding both employees and the organisation. Through these responsibilities, HR supports employee engagements aligned with the workforce, and contributes to the overall success of the organisation.

1.1 Organisational Culture

The SACAA continues to advance its culture journey, embedding an organisational culture that supports the achievement of its strategic objectives. During the past financial year, Diversity and Inclusion was added as the seventh culture pillar as one of the core elements of the SACAA's organisational culture, underscoring the organisation's commitment to fostering a more inclusive and equitable workplace. This addition formalises the leadership's aim of fostering an environment where every employee feels a sense of belonging and is supported in their success.

In February 2025, the SACAA celebrated Culture Month — an opportunity to reflect on the culture pillars that define the organisation. These pillars play a vital role in shaping our collaboration, growth, and overall success.

The month-long observance reaffirmed dedication to building an environment where team members feel empowered, valued, and motivated. It was a moment for introspection on how the SACAA can continue nurturing a culture that promotes development and excellence.

A notable event of the month was Culture Day, which showcased a range of engaging activities that combined education and entertainment. This encompassed a keynote lecture delivered by a distinguished speaker on fostering a strong organisational culture, as well as an industrial theatre performance examining ethical dilemmas within the workplace and constructive approaches to resolve them. The festivities concluded with an energetic drumming session, symbolising our collective spirit and unity.

1.2. Talent Management

The organisation also undertook a comprehensive review of its succession plan talent pool during the year under review. The SACAA Executive team played a crucial role in identifying key and scarce roles vital to the entity's continued success. These roles formed the basis for succession planning, aimed at ensuring a seamless leadership and expertise pipeline. Succession plans were developed, aligning identified talent with the organisation's long-term strategic goals.

To support this process, the SACAA implemented various initiatives, including structured learning and development programmes, acting opportunities in management roles, and mentorship opportunities. These initiatives were designed to enhance employee skills, broaden their knowledge, and provide guidance as they advance in their careers.

Through these initiatives, the SACAA continues to cultivate a skilled talent pool and promote a culture of ongoing learning and growth.

1.2.1. Group Mentorship

As part of the SACAA's ongoing transformation efforts, the organisation continues to implement a mentorship program aimed at increasing employee engagement and overcoming barriers to career advancement, especially for women. During the reporting period, three group mentorship sessions were held where two focused on women and one on men, providing a safe and supportive platform for participants to share experiences and explore issues specific to their gender.

The women's mentorship sessions brought together female employees from all levels of the organisation, fostering shared learning on topics such as Personal Branding and Building Resilience. In addition, a Men's Mentorship session was held under the theme "Leaving a Legacy", further reflecting the entity's commitment to nurturing a culture of inclusion, collaboration, and empowerment across the organisation.

1.2.2. Top Employer

As a human capital-intensive organisation, the SACAA places strong emphasis on continuously enhancing its Employee Value Proposition (EVP). The EVP statement: "Propelling you into new horizons", encapsulates the organisation's commitment to attracting, retaining, and developing top talent.

In this period under review, the organisation participated in the Top Employer Institute Survey for the first time. The SACAA is proud to be certified as a Top Employer, achieving an impressive and notable result which signifies the entity's best human capital practices.

1.2.3. Change Management

1.2.3.1 Strengthening organisational readiness and enabling strategic change

In this financial year, the SACAA continued to advance its organisational change maturity, with the Change Management function playing a critical role in enabling transitions across strategic programmes and business units. The team remained anchored in Kotter's 8-Step Change Model as a guiding framework, while adopting a flexible, project-specific approach tailored to the unique requirements and impact of each initiative.

This adaptive methodology reflects the SACAA's commitment to pragmatic, responsive, and people-centred change management. By aligning interventions with the scale, scope, and stakeholder context of each project, the organisation ensures its change efforts are both effective and fit for purpose.

1.2.3.2 Driving change across key programmes

The organisation continued to be robust in implementing change management in several strategic initiatives across the organisation. Notably, under the Shanduka Digital Transformation Programme, the team collaborated across multiple workstreams, including the ECM system and several other digital projects. Central to these efforts were engaging people, targeted communication strategies, and change readiness initiatives.

A notable achievement during the reporting period was successfully facilitating the SACAA's office move to Centurion. The team developed a comprehensive change management roadmap to guide the transition and actively contributed to the Office Building Committee and its subcommittees. This approach ensured that employee concerns were addressed, and that the relocation was executed with strategic foresight, operational care, and a strong focus on employee experience.

1.2.3.3 Embedding leadership commitment through Change Leadership Masterclass Series

A key highlight for the financial year was the launch of the Change Leadership Masterclass Series — a structured, high-impact programme designed to build leadership capability across the organisation's Executive and Management teams. This eight-part series forms a cornerstone of the entity's effort to entrench leadership alignment and accountability in driving change.

The programme is designed in two phases: the first four sessions focus on Developing Self, while the final four sessions emphasise Developing Others. During the 2024/2025 financial year, two sessions were successfully delivered under the Developing Self phase. The remaining sessions will continue into the 2025/2026 financial year, ensuring sustained momentum in strengthening leadership and change agility across the organisation.

The series was delivered through monthly interactive masterclasses, encouraging reflection, practical application, and peer learning. This initiative proved to have been positive, with participants noting the relevance and timeliness of the content in relation to the SACAA's evolving operating environment.

1.2.4. Skills Development

Continuous development and learning are central to the entity's ability to excel in its mandate of regulating and promoting safety and security in the aviation industry. As such, the organisation has continued to invest both time and financial resources to ensure that employees are equipped with the skills required to meet their responsibilities effectively.

In the year under review, the SACAA implemented a range of initiatives aimed at upskilling employees, strengthening the talent pipeline, and fostering a culture of continuous learning. These initiatives included:

1.2.4.1 Training Interventions

The SACAA invests heavily in the development of its employees in line with its culture pillar on empowerment. Below are the training costs per division including the number of employees who benefited from the training. As part of the ongoing commitment to employee development, the SACAA also provided bursary funding to a of total of 81 employees to date. From these, 26 were newly awarded bursaries during the year under review, while the rest continued their studies from previous years. These employees are pursuing qualifications aligned with the organisation's critical skills needs and their respective job roles. They are enrolled at a variety of institutions, both locally and internationally.

During the period under review, the SACAA continued to provide financial support to 39 young South African aviators, most of whom come from disadvantaged backgrounds, through its external bursary programme. These students enrolled in various programmes, including Pilot Training, Aeronautical and Aircraft Maintenance Engineering.

Of the total bursary recipients, 17 are female and 22 are male. Notably, four students have successfully completed the conversion of their European Union Aviation Safety Agency (EASA) Frozen Airline Transport Pilot Licences (ATPL), to the South African Pilot Licences.

Additionally, two pilot students have been enrolled in a trainee programme, which will enable them to build their flying hours and gain practical experience. Two other students are expected to join the trainee programme in the new year.

TRAINING COSTS PER DIVISION				
Division	Personnel Expenditure* (R '000)	Training Expenditure (R '000)	Number of Employees trained	Average training cost per Employee (R '000)
Accidents and Incidents Investigations	27 635	409	22	19
Aviation Safety Infrastructure	69 926	1 999	57	35
Aviation Safety Operations	183 211	4 135	157	26
Aviation Security	63 901	1 169	42	28
Safety Standards and Assurance	89 959	1 125	82	14
Office of the DCA	11 509	0	5	0
Finance	63 591	1 721	68	25
Human Resources	28 236	4 590	20	232
Company Secretary	9 972	34	6	6
Legal and Aviation Compliance	35 921	101	26	4
Internal Audit	14 110	199	9	22
Corporate Services	54 851	373	65	6
Trainees, External Bursars and Interns	**8 287**	**15 151**	**130**	**115**
Total	**661 109**	**31 006**	**689**	**45**

Table 33: Training Costs per Division

****** Personnel Expenditure includes performance bonus, retention bonus, which is paid on completion of three years' unbroken service, Group Risk benefits, Employer Statutory Contributions, and Travel Expenses.***

1.2.4.2 Accreditation of Aviation Technical Qualifications

Recognising the importance of aviation qualifications in developing a strong aviation skills pipeline, the SACAA, in collaboration with relevant higher education stakeholders, industry partners, and the appointed service provider, began the process of articulating the phase one list of qualifications into the National Qualifications Framework (NQF). Multiple engagement sessions have been held with industry partners throughout the year to solicit their input. The two qualifications that are scheduled to be submitted for final approval to the Quality Council for Trades and Occupations (QCTO) in this new financial year are the Commercial Pilot and the Airline Transport Pilot qualifications. The SACAA believes that ensuring that aviation qualifications are articulated in the NQF, will not only assist in attracting young talent to the Aviation Industry, but will ensure retention of talent, transferability of skills and enhance employability.

1.2.5. Employee Engagement

In the period under review, significant efforts were made to enhance employee engagement through the implementation of carefully crafted Employee Engagement Action Plans. These plans were not only developed but also sucessfully implemented to achieve positive organisational results. The divisional follow-up dipstick surveys were conducted to measure progress and confirm that the gaps had been properly closed.

1.2.6. Learnership Programme

As part of providing practical skills and valuable experience to enhance employability amongst the youth, the SACAA had placed four learners in the System Development Learnership Programme, who completed their training and were awarded NQF Level 5 certificates.

In the year under review, six learners with disabilities were recruited in two programs, which are Business Administration and Information Technology System Support. The learners will undergo their theoretical training, followed by a practical phase of the training.

1.2.7. Internship Programme

In this reporting period, the SACAA hosted 48 students which is an increase of 35% from the previous financial year. The gender distribution was 65% female and 35% male.

The interns were strategically placed in both technical and non-technical divisions according to their respective fields of study, ensuring a well-rounded and relevant learning experience. The SACAA Internship Programme provides students with a valuable opportunity to gain first hand experience in the aviation industry. Through this initiative, interns develop a deep understanding of the organisation's culture and daily operations, helping young professionals complete their qualifications and enhance their employability.

Internships typically run for 12 months, but in select cases, contracts were extended for an additional year to allow interns to gain comprehensive work experience. Furthermore, interns were encouraged to apply for vacant positions within the organisation, reinforcing the programme's primary goal of facilitating long-term employment for successful candidates.

1.2.8. SACAA Trainee Programme

As part of its ongoing transformation initiatives, the SACAA is committed to equipping young, previously disadvantaged individuals with the knowledge and skills necessary to succeed in the aviation industry. This commitment has ensured the continued success of the Trainee Programme, which, this year, welcomed a total of 18 trainees (55% female and 44% male).

Trainees were strategically placed across various departments, and each had a detailed training plan to ensure that the programme is monitored using specific milestones. The duration of the trainee appointments varies based on the nature and level of training required in each field, with a minimum period of 24 months. Upon successful completion of the programme, trainees are either appointed to permanent positions or given the opportunity to compete for available roles through the SACAA's recruitment process, reinforcing the organisation's commitment to fostering long-term career growth.

1.2.9. Employee Health, Safety and Wellness

The SACAA remains committed to prioritising the health and well-being of its employees. To reinforce this commitment, the organisation successfully implemented the Integrated Health, Safety, and Wellness Programmes designed to support employees in various aspects of their lives. This holistic initiative encompasses preventive health screenings, financial guidance, family support, psychological counselling, and general wellness resources, ensuring a well-rounded approach to employee care.

The Employee Assistance Programme (EAP) continues to provide valuable counselling and advisory services, with increased utilisation demonstrating its importance to staff. The broader wellness programme was delivered through various interventions, including physical exercise sessions, online communications, workshops covering essential topics such as workplace bullying and victimisation, financial wellness, stress management, work-life integration, mental health awareness, gender-based violence, general health and safety, the incapacity process, and cancer awareness.

A key highlight of the programme was the Annual Employee Wellness Day, hosted in September 2024. During the event, medical aid service providers conducted various health assessments, including blood pressure checks, diabetes screenings, and breast and prostate cancer screenings. Employees also received valuable insights on blood donation, healthy eating habits, and the EAP. Representatives from the SACAA Provident Fund were present to assist employees in understanding the new two-pot system, as well as provide guidance on retirement planning and the importance of drafting a will.

1.2.10. Launch of the Human Resources Electronic Help Desk System

To enhance HR service provision, the SACAA successfully developed and launched an innovative electronic HR Helpdesk System.

The system provides employees with a streamlined and efficient platform for submitting queries and assistance requests, eliminating the need for in-person consultations. All enquiries are logged and tracked to ensure timely responses in line with the HR Service Level Standards. Unresolved queries are automatically escalated to management, reinforcing accountability and ensuring prompt resolution.

Additionally, the system generates comprehensive reports that provide insights into the most frequently asked questions and offer visibility into both closed and outstanding requests, thereby, enhancing operational efficiency. Since its launch, the HR Helpdesk System has functioned effectively, with employees actively utilising the platform for convenient and accessible HR support.

1.2.11. Employee Rewards and Recognition

The SACAA's approach to monetary rewards is rooted in a commitment to competitive compensation, ensuring employees are recognised and rewarded for their contributions. The organisation's remuneration strategy is designed to attract, retain, and motivate top talent, aligning with industry standards while promoting fairness and equity. The SACAA fosters an environment where employees are motivated to excel, contributing to the organisation's long-term success while benefiting from competitive remuneration structures.

In alignment with its commitment to competitive remuneration, SACAA, with the support of two independent service providers, successfully finalised the grading of all positions, conducted a salary benchmarking exercise, and developed new pay scales. As part of its monetary retention strategy, annual salary increases were implemented to strengthen the organisation's ability to attract and retain top talent.

Additionally, in recognition of employees' contributions to the previous year's performance deliverables, the SACAA has awarded Short-Term Incentives (STIs) in the form of annual performance bonuses. The STI is directly linked to achieving annual performance goals and is designed to enhance organisational performance while keeping employees focused on key strategic objectives.

Beyond financial incentives, the SACAA places great emphasis on employee recognition, notably through the SACAA Employee Excellence Awards. The organisation strongly believes that the dedication and excellence of its employees are fundamental to its continued success. During the year under review, the SACAA celebrated outstanding individuals and teams who have exemplified the organisation's values and demonstrated exceptional commitment to its goals.

The organisation will continue to ensure that a solid foundation of fair and responsible pay is maintained, reinforcing a culture of high performance and excellence through its reward systems and practices.

1.2.12. Employee Relations (ER)

ER is mainly responsible for the effective management of discipline, grievances, and collective labour engagement, and ensures fairness and compliance with all policies, labour agreements, legislative amendments, and legal developments affecting the employment relationship. This is all informed by the right to fair labour practices contained in the Constitution.

1.2.12.1. Collective Labour Engagement

Since the establishment of the labour engagement platforms, the SACAA and organised labour continued to engage on various issues that affect the organisation and its employees.

The labour engagement platforms include: a bilateral meeting with the employees' union on a monthly basis, the DCA forum which takes place twice per year, and the collective bargaining forum that takes place once a year, where parties negotiate salary increases and matters of mutual interest. These engagement platforms have proven in the past to be successful and beneficial to the maintenance of sound employee relations in the organisation.

2. HR OVERSIGHT STATISTICS

This Section of the report provides statistics in relation to various HR activities and functions.

2.1 Personnel Costs by Division

The personnel costs in the table below are inclusive of fixed and variable payments for permanent and fixed-term staff, as well as a stipend for bursars and interns.

DIVISION	Total Expenditure for the entity R'000)	Personnel Expenditure* (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of Employees	Average Personnel cost per Employee (R'000)
Accidents and Incidents Investigations	35 857	27 635	77.07%	25	1 105
Aviation Safety Infrastructure	74 372	69 926	94.02%	60	1 165
Aviation Safety Operations	191 836	183 211	95.5%	148	1 238
Aviation Security	72 402	63 901	88.26%	51	1 253
Finance	178 448	63 591	35.64%	64	994
Human Resources	91 629	28 236	30.82%	20	1 412
Company Secretary	13 392	9 972	74.46%	6	1 662
Legal and Aviation Compliance	50 293	35 921	71.42%	23	1 562
Internal Audit	16 808	14 110	83.95%	9	1 568
Office of the DCA	14 454	11 509	79.63%	3	3 836
Corporate Services	142 395	54 851	38.52%	51	1 076
Safety Standards and Assurance	91 167	89 959	98.67%	86	1 046
Sub total	**973 053**	**652 822**	**67.09%**	**546**	**1 196**
Trainees, Interns, Bursars	**	**8 287**	**	**99**	**84**
TOTAL	**973 053**	**661 109**	**67.94%**	**645**	**1 025**

Table 34: Personnel costs by Division, 2024/25

** Personnel Expenditure includes performance bonus, retention bonus, which is paid on completion of three years' unbroken service, Group Risk benefits, Employer Statutory Contributions, and Travel Expenses.*

*** All Other Expenditure for the Interns, Bursars and Trainees are Included in the Respective Divisions.*

2.2 Personnel cost by salary band

The personnel costs reflected in the table below depict all positions, according to the different occupational levels in the organisation. The occupational levels are aligned to the Paterson Grading System.

Occupational Level	Personnel Expenditure* (R'000)	% of Personnel Expenditure to total personnel cost (R'000)	No. of Employees	Average Personnel cost per Employee (R'000)
Top Management	9 692	1.5%	1	9 692
Senior Management	53 235	8.1%	11	4 840
Professional qualified	169 166	25.6%	94	1 800
Skilled	395 981	59.9%	387	1 023
Semi-skilled	22 385	3.4%	50	448
Unskilled	10 650	1.6%	102	104
TOTAL	**661 109**	**100%**	**645**	**1 025**

Table 35: Personnel costs per salary band

**Personnel Expenditure includes performance bonus, retention bonus, which is paid on completion of three years' unbroken service, Group Risk benefits, Employer Statutory Contributions, and Travel Expenses.*

Occupational Level	Performance Rewards* (R'000)	Personnel Expenditure** ('000)	% of Performance Rewards to total Personnel cost
Top Management	2 527	9 692	26.1%
Senior Management	8 161	53 325	15.3%
Professional qualified	19 395	169 166	11.5%
Skilled	49 145	395 981	12.4%
Semi-skilled	2 591	22 385	11.6%
Unskilled	183	10 650	1.7%
TOTAL	82 002	661 109	12.4%

Table 36: Performance Rewards

****Bonuses exclude the Staff Excellence Awards***
*****Personnel Expenditure includes performance bonus, retention bonus, which is paid on completion of three years' unbroken service, Group Risk benefits, Employer Statutory Contributions, and Travel Expenses.***

3. Employment and Vacancies

The organisation has an approved staff complement of 596 positions; however, only those deemed critical have been filled. As a cost-saving measure in response to budget constraints, the remaining positions have been temporarily put on hold.

The recruitment process has been aligned with the Employment Equity (EE) plan, prioritising the appointment of black males, females, and coloured males and females in technical and management-level roles to support diversity and inclusion within the organisation.

3.1 Employment and Vacancies per Division

EMPLOYMENT AND VACANCIES PER DIVISION					
Division	2023/24 Number of Employees	2024/2025 Approved Posts	2024/2025 Number of Employees	2024/2025 vacancies	2024/2025 % of vacancies
Accident and Incident Investigations	21	27	25	2	7.4%
Aviation Safety Infrastructure	56	62	60 *	2	3.23%
Aviation Safety Operations	138	159	148 *	11	6.9%
Safety Standards and Assurance	81	116	86 *	30	25.9%
Aviation Security	49	52	51 *	1	1.9%
Finance	63	60	64	(4) **	(6.7%)
Human Resources	94	18	20	(2) **	(11.1%)
Company Secretary	6	5	6 *	(1) **	(20%)
Legal and Aviation Compliance	25	27	23	4	14.8%
Internal Audit	9	9	9	0	0.0%
Office of the DCA	3	3	2	1	33.3%
Corporate Services	48	58	52 *	11	19%
Sub Total	**593**	**596**	**546**	**55**	**9.2%**
Trainees, Interns, Bursars	74	0	99	0	0%
Grand Total	**667**	**596**	**645**	**55**	**9.2%**

Table 37: Employment and vacancies per Division

****This number includes fixed-term contract employees.***
*****The negative variance is due to the inclusion of fixed-term contract employees.***

3.2. Employment Changes

The table below reflects changes that took place during the period under review.

Occupational Level	Employment at beginning of period	Terminations	Appointments	Employment at end of the period
Top Management	1	0	0	1
Senior Management	11	2	2	11
Professional qualified	89	9	14	94
Skilled	365	31	53	387
Semi-skilled	51	10	9	50
Unskilled	3	0	0	3
Sub Total	520	52	78	546
Interns/Bursars/Learnerships/Trainees	73	24	50	99
Total	**593**	**76**	**128**	**645**

Table 38: Employment changes

3.3 Reasons for Staff Leaving

The table below outlines the attrition rate and the key reasons for employee departures from the organisation.

The valuable information obtained during the exit interviews is incorporated into the organisational retention plan, helping to refine strategies aimed at enhancing employee engagement and retention.

Reason	Number	% of total no. of staff leaving
Deceased	6	8%
Dismissal	3	4%
Pensioned	12	16%
Resigned	31	41%
Expiry of contract	5	7%
Other: End of Internship and Bursary Programmes	19	25%
Total	**76**	**100%**

Table 39: Reason for Staff leaving

3.4. Labour Relations: Misconduct and Disciplinary Action

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	3
Final Written warning	1
Dismissal	3

Table 40: Labour Relations: Misconduct and Disciplinary Action

3.5. Employment Equity Status

The following tables details the current status around employment equity in the organisation.

EMPLOYMENT EQUITY STATUS – MALE								
Occupational Level	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	4	4	0	0	1	1	0	1
Professional qualified	34	34	1	5	3	2	6	5
Skilled	153	154	12	20	14	11	17	19
Semi-skilled	8	23	0	3	0	2	0	2
Unskilled	0	0	0	0	0	0	0	0
Total	**199**	**215**	**13**	**29**	**18**	**16**	**23**	**27**

Table 41: Employment Equity status- Male

****The table includes fixed-term contract employees; but excludes interns and bursars.***

EMPLOYMENT EQUITY STATUS – FEMALE								
Occupational Level	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	1	0	0	0	0	0	0
Senior Management	4	3	0	0	1	1	0	0
Professional qualified	33	36	3	5	2	1	4	4
Skilled	147	160	13	15	10	8	15	15
Semi-skilled	33	23	2	3	2	2	3	3
Unskilled	3	2	0	1	0	0	0	0
Total	**221**	**225**	**18**	**24**	**15**	**12**	**22**	**22**

Table 42: Employment Equity Status- Female

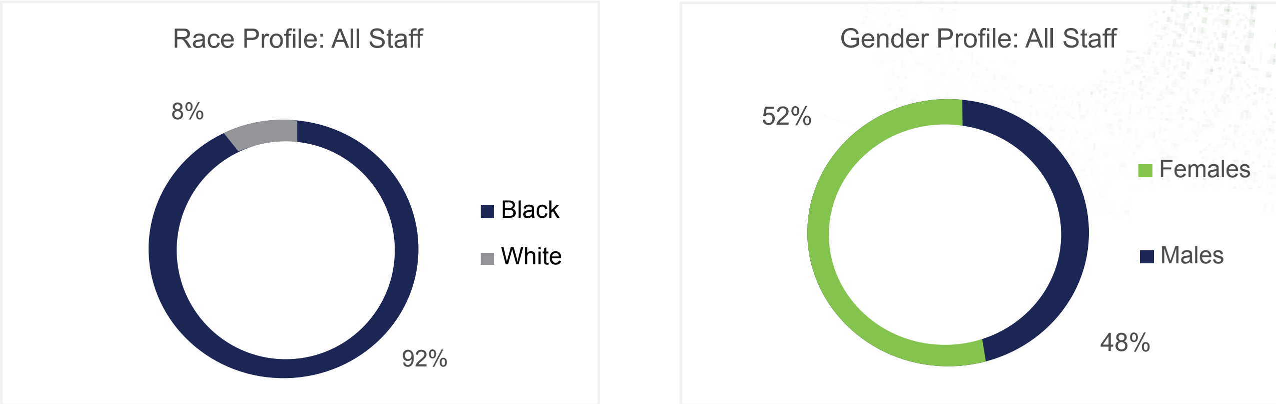
The table includes fixed-term contract employees; but excludes interns and bursars.

EMPLOYMENT EQUITY STATUS – Employees with Disabilities				
Occupational Level	Male		Female	
	Target	Current	Target	Current
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	4	0	2	0
Semi-skilled	0	0	4	0
Unskilled	0	0	0	0
Total	4	0	6	0

Table 43: Employment Equity Status- Employees with Disabilities

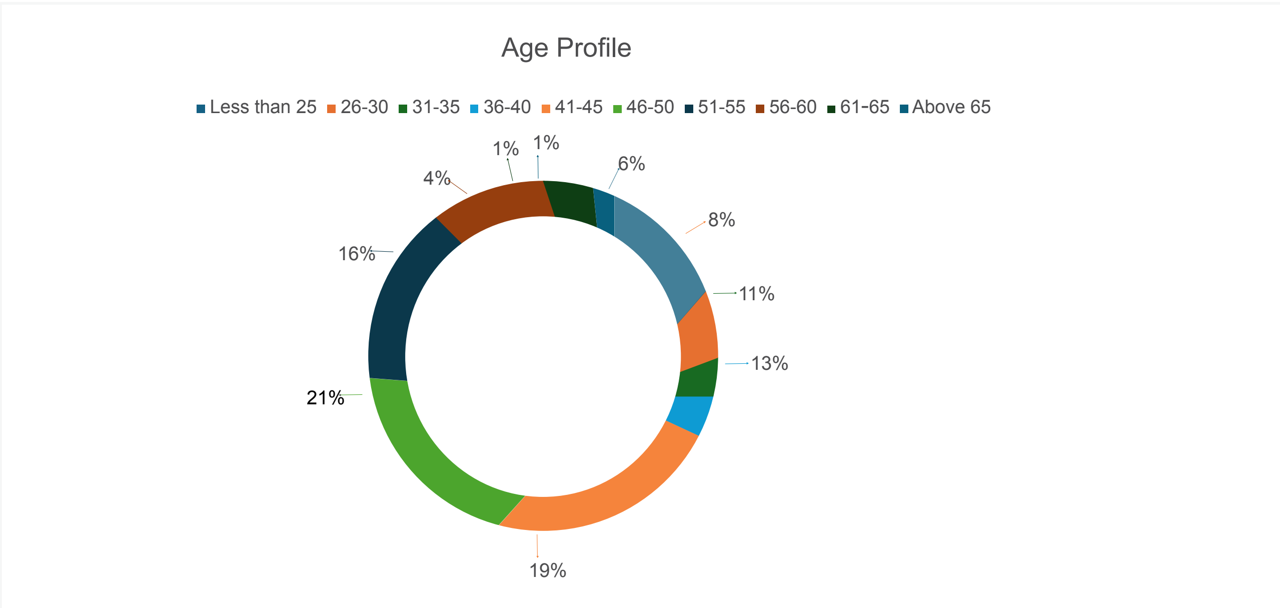
****The table excludes fixed-term contractors, interns, and bursars.***

3.6. Race and Gender Profile



Graph 14: Race and Gender Profile

The SACAA workforce is at an average age of 45 years. 25% of employees represent youth and include the bursars and interns which have benefitted from the bursary, internship and learnership programmes. 68% of employees are below the early retirement age of 55 years while 6%, which represents 39 employees, has reached this age and 1% consisting of 5 fixed term employees are above the age of 65.



Graph 15: Age Profile

3.7 SACAA Inspectorate Demographics

SACAA DEMOGRAPHIC (INSPECTORATE) AS AT END OF MARCH 2025												
Division		Africans		Coloured		Indian		White		Subtotal	
		No	Percent	No	Percent	No	Percent	No	Percent	No	Percent
Aviation Safety Operations	Male	26	54.17%	1	2.08%	1	2.08%	1	2.08%	29	60.2%
	Female	16	33.33%	0	0%	1	2.08%	2	4.17%	19	55.88%
Aviation Safety Infrastructure	Male	65	49.62%	5	3.82%	7	5.34%	10	7.63%	87	66.41%
	Female	39	29.77%	4	3.05%	0	0%	1	0.76%	44	33.59%
Safety Standards and Assurance	Male	15	34.88%	1	2.33%	3	0%	4	9.3%	23	53.49%
	Female	10	23.26%	0	0%	5	11.63%	5	11.63%	20	46.51%
Aviation Security	Male	22	47.83%	2	4.35%	1	2.17%	1	2.17%	26	56.52%
	Female	15	32.61%	1	2.17%	2	4.35%	2	4.35%	20	43.48%
Accidents and Incidents Investigations	Male	7	35%	1	5%	1	5%	1	5%	10	50%
	Female	8	40%	0	0%	2	10%	0%	0%	10	50%
Southern Region Office (Cape Town)	Male	3	33.33%	2	22.22%	0	0%	2	22.22%	7	77.78%
	Female	1	11.11%	1	11.11%	0	0%	0	0%	2	22.22%
Flight Inspection Unit	Male	2	40%	1	20%	0	0%	2	40%	5	100%
	Female	0	0%	0	0%	0	0%	0	0%	0	0%
Total		**229**	**75.83%**	**19**	**6.29%**	**23**	**7.62%**	**31**	**10.26%**	**302**	**100%**

Table 44: SACAA Inspectorate Demographics, 2024/25

PART E
PFMA COMPLIANCE REPORT

1. Irregular, Fruitless and Wasteful Expenditure and Material Losses

1.1. Irregular Expenditure

Non-compliance to the PFMA is monitored on a quarterly basis by the Board, ARC and the ExCO in accordance with the PFMA Checklist provided by NT. This report is also shared with the Executive Authority on a quarterly basis and in accordance with the Board Performance Agreement. In the period under review the following is reported with regard to Irregular, Fruitless and Wasteful Expenditure.

a) Reconciliation of Irregular Expenditure

Description	2024/2025	2023/2024
	R'000	R'000
Opening balance	-	254
Add: Irregular expenditure confirmed	53	-
Less: Irregular expenditure condoned	-	(254)
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recoverable	-	-
Less: Irregular expenditure not recovered and written off	-	-
Closing balance	**53**	**-**

Table 45: Reconciliation of Irregular Expenditure

The irregular expenditure in the current financial year related to non-compliance to SCM policies, procedures and prescripts.

b) Reconciling Notes

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment in 2023/24	-	-
Irregular expenditure that relates to 2019/20 and identified in 2024/25	-	-
Irregular expenditure for the current year	53	-
Total	**53**	**-**

Table 46: Reconciling Notes

c) Details of Current and Previous Year Irregular Expenditure (Under Assessment, Determination, and Investigation)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	53	-
Irregular expenditure under investigation	-	-
Total	**53**	**-**

Table 47: Current and Previous Year Irregular Expenditure

There was no irregular expenditure condoned, removed, recovered, or written off during the current financial year. An irregular expenditure of R53 315 was identified in this period. The investigation is in progress after which the appropriate consequence management will be considered. There is no indication that there was any fraudulent, corrupt or criminal conduct.

The organisation awarded a tender for audiovisual equipment installation and maintenance during the reporting period. When the year-end audit was being conducted, management reported a case of misrepresentation by an employee relating to this tender. This matter was immediately reported to AGSA by management. The employee was immediately suspended and has subsequently resigned. A forensic investigation is ongoing related to this tender and upon finalisation, appropriate action will be taken.

For this reporting period, there was no fruitless and wasteful expenditure identified.

2. Late and/or non-payment of suppliers

Description	Number of Invoices	Consolidated Value
		R'000
Valid invoices received	6 591	265 098
Invoices paid within 30 days or agreed period	6 591	265 098
Invoices paid after 30 days or agreed period	-	-
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

Table 48: Late and/or Non-Payment of Suppliers

3. Procurement by other means

No	Project Description	Name of Supplier	Contract Number	Reason for the procurement by other means	Value of contract (Incuding VAT)	Award Date	Contract start date	Contract expiry
1	Paid Media Services for National Aviation Conference and SACAA 2024 Airshow	SABC Radio	N/A	Single Source Confinement	R250 000	11-Apr-24	Once off	Once off
2	Paid Media Services for National Aviation Conference and SACAA 2024 Airshow	Newsroom Afrika	N/A	Single Source Confinement	R200 000	11-Apr-24	Once off	Once off
3	Uneven / Vhembe District East District Career Exhibition	The University of Venda	N/A	Sole Supplier Confinement	R3 000	22-Apr-24	Once off	Once off
4	CaseWare Software Licence	Adapt IT	N/A	Single Source Confinement	R91 775	07-May-24	07-May-24	06-May-25
5	Exhibition space at Aero SA	Messe Frankfurt	N/A	Single Source Confinement	R96 899	23-May-24	Once off	Once off
6	Toastmasters Training for the SACAA Leadership	Elite Human Potential Solutions	N/A	Single Source Confinement	R486 778	02-Jul-24	01-Aug-24	30-Sep-24
7	Upgrade of Flight Procedure Design Software (PHX) Licenses	ASAP S.R.O	N/A	Sole Supplier Confinement	R1 501 500	22-Jul-24	Once off	Once off
8	Paid Media Services for SACAA National Aviation Gender Summit	Gagasi FM	N/A	Single Source Confinement	R195 439	14-Aug-24	Once off	Once off
9	Arc GIS Software Subscription renewal	ESRI-South Africa (Pty) Ltd	N/A	Sole Supplier Confinement	R1 328 250	05-Sep-24	05-Sep-24	04-Sep-27
10	Exhibition Space at AAD	Africa Aerospace and Defense	N/A	Single Source Confinement	R34 754	11-Sep-24	Once off	Once off
11	Maintenance of Examination Data	Air Academy	N/A	Sole Supplier Confinement	R2 300 000	20-Sep-24	01-Nov-24	31-Oct-29
12	Standard Workforce Bundle Licence	Altron Security	N/A	Sole Supplier Confinement	R7 025	03-Oct-24	Once Off	Once Off
13	UI Design Programme	UX Design Institute	N/A	Single Source Confinement	R29 650	17-Oct-24	Once Off	Once Off
14	Card License Consumables	Altron Security	N/A	Sole Supplier Confinement	R1 136 251	17-Oct-24	01-Nov-24	31-Oct-26
15	4th Year Boarding School Fees	Kleinwater College	N/A	Single Source Confinement	R108 160	28-Oct-24	Once off	Once off
16	ICAD Airshow Services	Aero Club of South Africa	N/A	Single Source Confinement	R958 435	20-Nov-24	Once off	Once off
17	Paid for media service to promote ICAD airshow	Riverside FM	N/A	Single Source Confinement	R12 420	26-Nov-24	Once off	Once off
18	National Aviation Accident Rediction Week organiser	Creative Space Media	N/A	Single Source Confinement	R340 665	02-Jan-25	Once off	Once off
19	Toastmasters Training for the SACAA Leadership	Elite Human Potential Solutions	N/A	Single Source Confinement	R486 778	19-Feb-25	01-Mar-25	28-Feb-26
20	Exhibit Space at Aero SA 2025	Messe Franfurt	N/A	Single Source Confinement	R45 316	11-Mar-25	Once off	Once off

Table 49: Procurement by other means, 2024/25

4. Expansions and Variations of Contracts

No	Project Description	Name of Supplier	Contract Number	Reason for expansion or variation of contract	Original contract value (Incuding VAT)	Value of contract expansion or variation of contract (Incuding VAT)	Value of previous contract expansion or variation of contract (Incuding VAT)	Award Date	Contract start date	Contract expiry
1	Tents for the SACAA 25 years Anniversary Celebration Airshow	Creative Space Media	PO0000039580	Purchase order Scope expansion	R891 193	R108 744	None	17-Apr-24	Once off	Once off
2	Additional Tickets and Speed Fencing for the SACAA 25 years Anniversary Celebration Airshow	Creative Space Media	PO0000039580	Purchase order Scope expansion	R891 193	R28 450	R108 744	19-Apr-24	Once off	Once off
3	Card Licence Consumables	Altron Security (Pty) Ltd	CNT 4226	Variation of a Contract	R380 000	R132 601	None	24-Jun-24	Once off	Once off
4	Business Continuity Services	Resilient Innovation	CNT 4226	Extension and variation of a Contract	R3 669 527	R755 040	None	05-Jul-24	01-Jul-24	30-Jun-25
5	Rendering of email and internet hosting environment on behalf of SACAA	Vox Telecom (Pty) Ltd	CNT 4043	Variation of a Contract	R9 272 569	R1 022 854	None	30-Aug-24	01-Sep-24	30-Jun-27
6	Adding of a student to an existing Mega Aero Training Academy	Mega Aero Training Academy	CNT 4251	Variation of a Contract	R400 000	R125 000	None	10-Oct-24	22-Jul-24	21-Jul-25
7	JOC application process for SACAA Excellence Staff Awards ceremony	No Limits Travel and Tours	PO0000041575	Purchase order Scope expansion	R94 133	R33 925	None	14-Nov-24	Once off	Once off
8	Off-site Storage Services	Iron Mountain (Pty) Ltd	CNT 4148	Extension and variation of a Contract	R606 837	R201 420	None	13-Nov-24	14-Nov-24	31-May-24
9	Two Presentation sessions for ExCO and ARC	SS Consulting	PO0000041656	Purchase order Scope expansion	R216 775	R9 200	None	15-Jan-25	Once off	Once off
10	Provision of Aviation Levy Audits	Deloitte and Touche	CNT 4269	Contract Scope expansion	R3 527 512	R127 765	None	20-Feb-25	01-Nov-24	31-Oct-27
11	Provision of contact centre integration, customer satisfaction survey, installation and customisation of the workforce management capability and support maintenance of the Telephony solution for the Contact Centre	Vox Telecom (Pty) Ltd	CNT 4231	Variation of a Contract	R926 238	R227 570	R410 821	25-Feb-25	01-Mar-25	31-Aug-25
12	Rendering of Email and Internet hosting environment on behalf of SACAA	Vox Telecom (Pty) Ltd	CNT 4043	Variation of a Contract	R9 272 569	R16 642	R1 022 854	25-Feb-25	01-Mar-25	30-Jun-27
13	Installation of audio and video conferencing solution, as well as maintenance and support to the new SACAA head office	GX CONNECT (PTY) LTD t/a GAPROC MEDIA	CNT 4262	Variation of a Contract	R16 423 127	R570 640	None	04-Mar-25	07-Jan-25	06-Jan-30
14	Rendering Security Electronics Maintenance Services	Diopoint (Pty) Ltd	CNT 3080	Extension and variation of a Contract	R422 280	R55 126	None	04-Mar-25	01-Mar-25	30-Jun-25
15	Rendering Linguistic Services	Mokgalusi Investment Holdings (Pty) Ltd	CNT 4236	Expansion of scope and variation of a Contract	R450 000	R33 459	None	17-Mar-25	Once off	Once off
16	Rendering manufacturing of locally,supply,delivery and installation of hard furniture to the SACAA new head offices	Barker Street Office Furniture (Pty) Ltd	CNT 4273	Variation of a Contract	R16 891 604	R1 281 627	None	25-Mar-25	Once off	Once off

Table 50: Expansions and Variations of Contracts

5. B-BBEE Compliance Performance Information

Under preferential procurement, and in line with the organisational target, the SACAA was audited by an independent agency to determine its B-BBEE status. Based on the final BEE verification report, the entity is currently a Level 2 contributor.

The tables below depicts the SACAA's B-BBEE compliance status.

Management Control

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Board Participation	Exercisable voting rights of black board members as a percentage of all board members	2.5	33%	100.03%	2.50
	Exercisable voting rights of black female Board Members Board Members as a percentage of all Board Members	2.5	16.50%	57.16%	2.50
	Black persons who are Executive Directors as a percentage of all executive directors	2	33%	100%	2
	Black female Executive Directors as a percentage of all executive directors	2	16.50%	100%	2
Top Management	Black Senior/Other Top Management	7.5	43%	100%	7.50
	Black women Senior/Other Top Management	6.5	21.50%	42.86%	6.50
	Percentage of black people living with disability as percentage of Total Management	1	3%	0%	0
Bonus Points	Black independent Non-Executive Board Members	3	26%	100%	3
Total					26.00

Table 51: Management Control, 2024/25

Employment Equity

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Disabled	Black disabled employees as a percentage of all employees	2	2%	1.68%	1.68
	Black women disabled employees as a percentage of all employees	2	1%	0.92%	1.84
Management	Black employees in Middle Management as a percentage of all such employees	2	63%	95.16%	2
	Black women employees in Middle Management as a percentage of all such employees	2	31.50%	37.10%	2
	Black employees in Junior Management as a percentage of all such employees	2	68%	96.76%	2
	Black women employees in Junior Management as a percentage of all such employees	2	34%	50.61%	2
Pilots	Black pilots as a percentage of total pilots	2	8%	95.45%	2
	Black women Pilots as a percentage of total pilots	2	3%	29.55%	2
Technicians	Black technicians as a percentage of total Technicians	2	25%	100%	2
	Black women technicians as a percentage of total Technicians	2	3%	28.57%	2
Bonus Points	Bonus point for meeting or exceeding the EAP targets in each category	4	92.50%		4
Total					23.52

Table 52: Employment Equity, 2024/25

Skills Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Skills Development Expenditure	Skills Development Expenditure on Learning Programmes for black employees as a percentage of Leviable Amount	3	3%	1.85%	1.85
	Skills Development Expenditure on the Learning Programmes for black women employees as a percentage of Leviable Amount	3	1.50%	0.90%	1.80
	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black employees with disabilities as a percentage of Leviable Amount	1.5	0.30%	0%	0
	Skills Development Expenditure on Learning Programmes for black women employees with disabilities as a percentage of Leviable Amount	1.5	0.15%	0%	0
Learnerships	Number of Black Employees participating in Learnerships or Category B, C and D programmes as a percentage of total employees	3	5%	5.21%	3
	Number of black women employees participating in Learnerships or Category B, C and D programmes as a percentage of total employees	3	2.50%	3.06%	3
Total					**9.66**

Table 53: Skills Development

Preferential Procurement

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Procurement Spend	B-BBEE Spend on all Suppliers based on the B-BBEE Procurement Recognition Levels as a Percentage of Total Procurement Spend	12	50%	45.15%	10.84
	B-BBEE Procurement Spend from Qualifying Small Enterprises or Exempted Micro-Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	10%	7.66%	2.30
	B-BBEE Procurement Spend as a percentage of Total Measured Procurement Spend from suppliers that are 50% black owned	3	9%	11.72%	3
	B-BBEE Procurement Spend as a percentage of Total Measured Procurement Spend from suppliers that are 30% black women owned	2	6%	10.44%	2
Total					**18.13**

Table 54: Preferential Procurement

Enterprise Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
ED Contributions	Investment in Black Owned Enterprises as identified in the “Benefit Factor Matrix” (Annexure 600A) as a percentage of Net Profit After Tax	15	3%	0.36%	1.79
Total					**1.79**

Table 55: Enterprise Development

Socio-Economic Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
SED Contributions	Average annual value of all qualifying SED Contributions made by the Measured Entity as a percentage of NPAT	6	1%	1.60%	6
Total					**6.00**

Table 56: Socio-Economic Development

Youth Employment Service Initiative (Y.E.S)

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Y.E.S - Bonus Points	Achieved 1.5 x Y.E.S Employment Target	3	100%	0%	0.00
	Achieved 2 x Y.E.S Absorption Target		2.50%	0%	
Total					**0.00**

TOTAL BEE SCORE	85.10 Points
BROAD BASED CONTRIBUTION LEVEL	LEVEL 2
VALUE ADDING SUPPLIER	NO
ENTERPRISE DEVELOPMENT BENEFICIARY	NO
PROCUREMENT LEVEL	125%
YOUTH EMPLOYMENT SERVICE	NO

Table 57: Youth Employment Service Initiative

PART F
FINANCIAL STATEMENTS

Index

The reports and statements set out below comprise the annual financial statements presented to Parliament:

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Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the South African Civil Aviation Authority (SACAA) set out on pages **147** to **181**, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the SACAA as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis of opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of financial statements in accordance with the GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page **135**, forms part of my auditor's report.

Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Report on the annual performance report

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

11. I selected the following material performance indicators related to Outcome 1: Strengthened Safety and Security Oversight system presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

    - SSP project plan developed
    - Percentage SSP implemented
    - RBO model reviewed
    - Percentage RBO model implemented
    - Percentage ICAO USAP-CMA CAP implemented
    - USAP-CMA preparedness plan developed
    - Percentage SACAA-specific ICAO USOAP-CMA SACAA specific CAP implemented
    - AAM concept document
    - RPAS roadmap developed
    - GA Safety Strategy project plan developed
    - Percentage GA Safety Strategy implemented

12. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

13. I performed procedures to test whether:

    - The indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives.
    - All the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included.
    - The indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
    - The targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
    - The indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
    - The reported performance information is presented in the annual performance report in the prescribed manner.
    - There is adequate supporting evidence for the achievements reported.

14. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

15. The material findings on the reported performance information for the selected material indicators are as follows:

Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Outcome 1: Strengthened Safety and Security Oversight system

16. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

Indicator	Target	Detail
Percentage SSP implemented	80% of the SSP project plan implemented	The target was not specific and measurable.
Percentage Risk-Based Oversight (RBO) model implemented	80% of the RBO model implemented.	

Report on compliance with legislation

17. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
18. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
19. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
20. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the Annual Report

21. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in objective presented in the annual performance report that have been specifically reported on in this auditor's report.
22. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
23. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in objective presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
24. I have nothing to report in this regard.

Internal control deficiencies

25. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
26. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the selected material indicators included in the annual performance report.
27. Management did not ensure that targets are clearly defined during the planning process as there was misalignment between the percentages in the approved targets and the planned activities.

Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Other reports

28. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

29. There is a forensic investigation on a particular procurement and contract management tender, which was identified during the current year. At the date of this report this investigation was ongoing.

Auditor General

Pretoria

08 August 2025

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Annexure to the auditor's report

The annexure includes the following:

- The Auditor-General's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Report of the Auditor-General to Parliament on the South African Civil Aviation Authority

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Companies Act 71 of 2008	Section 45(2); 45(3)(a)(ii); 45(3)(b)(i); 45(3)(b)(ii); 45(4); 46(1)(a); 46(1)(b); 46(1)(c); 112(2)(a); 129(7)
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

Accounting Authority's Responsibilities Approval

The SACAA Board is required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the Board to ensure that the annual financial statements fairly present the state of affairs of the SACAA as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Board acknowledges that it is ultimately responsible for the system of internal financial control established by the SACAA and place considerable importance on maintaining a strong control environment. To enable the Board to meet these responsibilities, the accounting authority sets standards for internal control aimed at reducing the risk of error or fraud in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the SACAA and all employees are required to maintain the highest ethical standards in ensuring the SACAA's business is conducted in a manner that in all reasonable circumstances is beyond reproach. The focus of risk management in the SACAA is on identifying, assessing, managing and monitoring all known forms of risk across the SACAA. While operating risk cannot be fully eliminated, the SACAA endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Board is of the opinion, based on the information and explanations given by management and the oversight performed by the Audit and Risk Committee (ARC) that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or error.

The Board has reviewed the SACAA's cash flow forecast for the year up until 31 March 2026 and, in the light of this review and the current financial position, it is satisfied that the SACAA has or has access to adequate resources to continue in operational existence for the foreseeable future.

The Board is primarily responsible for the financial affairs of the SACAA, and relies on the assurance provided by the external auditors on the annual financial statements. The external auditors are responsible for independently reviewing and reporting on the SACAA's annual financial statements. The annual financial statements have been examined by the SACAA's external auditors and their report is presented on page 131.

Accounting Authority's Responsibilities Approval

The annual financial statements set out on pages **147** to **181**, which have been prepared on the going concern basis, were approved by the Board on 30 July 2025 and were signed on its behalf by:

Mr E Khosa
Chairperson: SACAA Board

Mr S Sooklal
Chairperson: Audit and Risk Committee

Ms GNB Khoza
Director of Civil Aviation

Audit and Risk Committee Report

The ARC is pleased to present its report for the financial year ended 31 March 2025.

Audit and Risk Committee (ARC) responsibility

The Committee reports that it has discharged its fiduciary duties arising from sections 50(1) and 51(1) of the PFMA and Treasury Regulations based on the committee's critical oversight role. In terms of these sections, the ARC confirms that it acted with integrity, in good faith and with due care. It is further reported that it adopted appropriate formal terms of reference as its ARC Charter, regulated its affairs in compliance with this charter and discharged all its responsibilities as contained therein.

The ARC is established as an independent statutory committee in terms of the PFMA and the Civil Aviation Act. The Committee oversees all audit, finance, legal compliance, performance information, information technology, internal audit, combined assurance, business continuity, fraud, corruption and risk matters for the SACAA. However, the Board remains ultimately accountable for performance information, legal compliance, financial and risk management.

The ARC for the year ended 31 March 2025 comprised of three Non-Executive Members and an independent specialist member. The independent member was appointed in November 2020 and re-appointed on 1 June 2022 by the Board. The Committee is chaired by Independent Non-Executive Member, Mr. Surendra Sooklal. On 1 August 2023, Adv. Mpati Lebakeng and Mr. Tshepo Peege were appointed as members of the committee. The ARC membership was confirmed by the Executive Authority at the Annual General Meeting (AGM) that was held on 6 September 2024. It is pointed out that the Board's term was due to end on 31 May 2025 but was subsequently extended by a period of six months, or up until the new Board is appointed, whichever occurs first. By implication, the term of the ARC was extended.

The Director of Civil Aviation, Executive: Finance, Chief Audit Executive, Executive: Corporate Services and the Auditor-General South Africa all have standing invitations to the ARC meetings. The appointment of the ARC members is confirmed annually at the AGM by the Executive Authority.

On an annual basis, the ARC assesses the effectiveness of the Internal Audit activity against the criteria outlined below:

- Achievement of the annual Internal Audit Plan;
- Compliance with the Institute of Internal Auditors' professional standards;
- Achievement of reporting protocols through management to the ARC;
- Timeliness of reporting of findings and activities;
- Responsiveness to the changing business and operational environment;
- Management's acceptance and closure of the internal audit findings;
- Quality and relevance of the annual assessment reports;
- Level of co-operation and interaction with other assurance providers within the agreed Combined Assurance approach;
- Maintenance of adequate staffing and resource levels to achieve the annual Internal Audit Plan outcomes and meet the requirements of the Internal Audit Charter; and
- Meeting the budget allocated to the internal audit function.

During the period under review, the Committee held five scheduled meetings, and four special meetings. The purpose of the special meetings was to consider the internal audit and forensic plans, policies, ENE budgets, tenders, and APP deliverables. The Chairperson of the Committee reports to the Board quarterly regarding the Committee's deliberations, decisions, and recommendations. The Committee also reports quarterly to the Executive Authority.

Attendance of ARC meetings by members

Mr S Sooklal	9 out of 9
Ms Z Nkosi	8 out of 9
Adv M Lebakeng (Appointed on 01 August 2023)	7 out of 9
Mr T Peege (Appointed on 01 July 2023)	8 out of 9

Work of the Committee in 2024/25

The ARC submits this report for the financial year ended 31 March 2025, as required by Treasury Regulations 27.1.7 and 27.1.10(b) and (c) issued in terms of section 51(1)(a)(ii) and 76(4)(d) of the PFMA.

The Committee is satisfied that it has fulfilled its statutory duties and responsibilities as required by the PFMA and Treasury Regulations, as well as various additional responsibilities assigned to it by the Board during the period under review.

Audit and Risk Committee Report

The effectiveness of internal control and risk management

Internal Audit plays a critical role in strengthening governance and accountability within the SACAA. It provides the ARC with independent, objective, and reasonable assurance regarding the adequacy and effectiveness of internal controls across all significant areas of the organisation. These areas include governance, risk management, compliance, and operational processes.

This assurance is delivered through the execution of a Risk-Based Annual Internal Audit Plan, which is aligned with the SACAA's strategic objectives and key risk areas. This plan is approved annually, before the beginning of each financial year, by the ARC with its implementation monitored quarterly throughout the year.

In conducting audits, Internal Audit not only evaluates the effectiveness of existing controls but also recommends enhancements aimed at improving the efficiency and reliability of internal processes. Furthermore, Internal Audit tracks management's implementation of corrective actions arising from audit findings and reports progress to the ARC on a regular basis.

During the reporting period, both internal and external audit reviews identified certain control deficiencies. These were promptly communicated to management with appropriate remedial actions taken. Based on the outcome of these reviews and the follow-up assessments conducted, we are satisfied that the internal control systems relating to financial reporting and broader risk management remained adequate and effective for the period under review.

Based on reviews from both internal and external auditors, issues highlighting deficiencies in the internal control system were communicated to management, and necessary corrective actions were implemented. Therefore, we can confirm that the systems of internal control over financial reporting during the period under review are deemed to be adequate and effective.

In terms of Section 51(1)(a)(i) of the PFMA, the Accounting Authority is required to ensure that the SACAA maintains an effective, efficient, and transparent system of financial, risk management and internal control. In fulfilling these responsibilities, the Accounting Authority, that is supported by the ARC, continuously monitors the organisation's control environment while ensuring that the necessary improvements have been implemented.

The ARC remains fully committed to upholding high standards of governance and oversight. It ensures that the internal audit function is independent and adequately resourced with the necessary skills, authority, and access to all areas of the organisation. During the financial year, the Committee oversaw several internal control reviews, which covered financial, operational, compliance, and risk-related activities. These efforts contribute to the SACAA's commitment to transparency, accountability, and sound financial management.

During the year under review, the Committee conducted the following activities.

Reviewed and recommended the following reports, policies, and/or other matters to the Board for approval:

- Quarterly risk reports containing potential risks and opportunities aligned to the SACAA's strategic plan;
- Quarterly PFMA compliance reports;
- Quarterly finance and materiality reports;
- Quarterly performance management reports;
- Information and Communication Technology (ITC) quarterly reports;
- Combined Assurance quarterly reports;
- Legal compliance quarterly reports;
- Fraud and corruption quarterly reports;
- SACAA's policies on forensic investigation, supply chain management, whistle blowing, EWRM, Business Continuity Management, Combined Assurance, Security and ITC;
- Risk assessment and risk management, including fraud risks and information technology risks;
- The Medium-Term Expenditure Framework and the Estimates of National Expenditure for the ensuing periods;
- The draft 2024/25 Annual Report;
- Revision of the Delegation of Authority;
- Maturity assessment of risk and combined assurance within the entity;
- Adequacy of the entity's insurance covers;
- Review of policies applicable to the supply chain, other financial, risk, internal audit, fraud and legal compliance;
- The ICT strategy, and the Cyber Security Strategy and threat assessments; and
- Oversight of capex projects.

Audit and Risk Committee Report

Evaluation of the annual financial statements

The ARC has reviewed the AFS of the SACAA for the financial year ended 31 March 2025. The Committee is satisfied that the financial statements were prepared in accordance with the applicable accounting standards and that the accounting policies adopted are appropriate, consistently applied, and in line with legislative and regulatory requirements. The entity received an unqualified audit opinion which reflects strong financial governance and effective internal controls.

In the course of its review, the Committee paid particular attention to the following key areas:

- **Significant financial reporting judgments and estimates:** The Committee is satisfied that all material estimates and judgments were based on sound methodologies, supported by appropriate assumptions, and transparently disclosed.
- **Clarity and completeness of disclosure:** The disclosures in the financial statements were found to be clear, relevant, and complete, enabling users of the financial statements to understand the financial results and position of the SACAA.
- **Quality and acceptability of accounting policies:** The accounting policies applied were deemed appropriate for the nature of the SACAA's operations and remained consistent with prior years, with no significant changes impacting comparability.
- **Compliance with accounting standards and legal requirements:** Full compliance with Generally Recognised Accounting Practice (GRAP) and all relevant legislative prescripts, including the PFMA, was confirmed.
- **Significant adjustments and/or unadjusted differences resulting from the audit:** There were no material misstatements or audit adjustments required, reflecting the high quality of financial reporting and controls in place.
- **Reflection on unusual circumstances or events:** No unusual transactions were identified that required special accounting treatment, and the Committee is satisfied with management's explanations on all financial statement matters.
- **Reasons for major year-on-year fluctuations:** All significant variances from the previous financial year were appropriately explained and substantiated by underlying financial activities or operational events.
- **Calculation and levels of general and specific provisions:** The provisioning methodologies used were found to be prudent, risk-aligned, and in accordance with applicable accounting standards.
- **Write-offs:** All write-offs were properly authorised, justified, and adequately disclosed in the financial statements.
- **The basis for the going concern assumption:** The SACAA's financial position, cash flow, and performance indicators support the appropriateness of the going concern assumption, which was endorsed by both management and the external auditors.
- **Compliance with financial reporting standards and governance requirements:** The financial statements were prepared in accordance with the applicable accounting framework, including GRAP, and were found to comply with all relevant legislative and governance standards.
- **Overall presentation and disclosure:** The committee ensured that the annual financial statements and report, taken as a whole, are fair, balanced, and understandable. The disclosures made provide stakeholders with the necessary insight into SACAA's strategy, performance, and financial position.

Based on the above review and the clean audit outcome, the ARC confirms that the AFS fairly presents the financial performance and position of the SACAA for the 2024/25 financial year and recommends them for approval by the Accounting Authority.

Financial reporting

In line with its mandate to support the Board in safeguarding the integrity of the SACAA's financial reporting, the Audit and Risk Committee reviewed the Annual Financial Statements for the year ended 31 March 2025 in consultation with both management and the external auditors.

Throughout the period under review, the Committee's primary focus remained on enhancing the reliability and transparency of financial reporting, strengthening financial controls, and upholding the integrity of SACAA's financial statements. The clean audit outcome is reflective of this commitment and the effectiveness of the financial governance framework in place.

Audit and Risk Committee Report

Internal Audit

The Internal Audit department is responsible for the provision of professional, independent, and objective assurance on the adequacy and effectiveness of the internal control environment across all the significant areas of the SACAA's operations and assists the SACAA in achieving its set objectives.

Key activities of Internal Audit are:

- To develop and implement a three-year risk-based internal audit plan which considers risks and concerns identified and raised by management and those raised by the ARC. The plan is submitted to the ARC for approval;
- To build and enhance the skills level of audit staff with knowledge to assist them in the execution of planned audits; and
- To provide optimal audit coverage by considering the scope of work of the external auditors and other assurance providers within the SACAA as per the Combined Assurance Framework.

The Internal Audit department completed all planned audits and ad hoc requests from management for the period under review.

The ARC is responsible for ensuring that the Internal Audit function is independent and has the necessary resources, standing and authority within the SACAA to enable the function to discharge its duties. Furthermore, the ARC oversees co-operation between the internal and external auditors and serves as a link between the Board and these two functions.

Internal Audit's activities are measured against the approved annual internal audit plan and the Chief Audit Executive tables progress reports in this regard to the Audit and Risk Committee on a quarterly basis.

During the reporting period the Audit and Risk Committee reviewed and approved of the following matters:

- The risk-based annual internal audit plan and the three-year risk-based internal audit rolling plan;
- Progress reports on the closure of the internal audit findings;
- Internal audit's quarterly reports in line with the approved internal audit plan; and
- Internal audit charter for the 2024/2025 financial year.

The ARC has formed an opinion that adequate, objective internal audit policies and procedures exist within the SACAA and that the SACAA's Internal Audit department has complied with The Global Internal Audit Standards, the required legal, regulatory, and other responsibilities as stipulated in its Charter during the period under review. We are satisfied that the Internal Audit Function is operating effectively, and that it has addressed the risks pertinent to the SACAA in its internal audit engagements.

Whistleblowing

In compliance with the Protected Disclosures Act, 2000, the SACAA established and maintains an independent fraud hotline service. The ARC reports that for the financial year under review, it received and dealt with all concerns or complaints, whether from within or outside of the SACAA.

The ARC also discusses reports from the whistleblowing hotline through reports presented by the Internal Audit Division's Forensic Services department. The ARC receives progress reports on the status of the investigations, and the Committee ensured that the necessary corrective actions were taken by management. The Committee in the year under review also reviewed and approved the Whistleblowing and Investigation Policies, Fraud and Corruption Prevention Framework and the Annual Forensic: Fraud and Corruption Prevention Plan.

The quality of management and quarterly reports submitted in terms of the PFMA

The ARC is satisfied that it received sufficient, reliable, and timely information from management to enable it to fulfill its responsibilities. During the year under review, quarterly management reports were presented by management to enable the Committee to:

- Monitor the integrity, accuracy, and reliability of the financial position of the SACAA;
- Review the management accounts of the SACAA to provide the Accounting Authority with an authoritative and credible view of the entity's financial position.
- Review the disclosures made in the financial reports of the SACAA and the context in which statements on the financial health of the entity are made; and
- Review all material information presented together with the management accounts.

Audit and Risk Committee Report

The quality of budgets submitted in terms of the PFMA

The ARC is satisfied that it received sufficient, dependable, and timely information that enabled it to:

- Review and ensure that the annual budgets are balanced, credible and realistic against the approved business plans; and
- Monitor and periodically review the implementation of the approved budget by the Accounting Authority.
- Monitor Risk Management and Combined Assurance (CA) activities.

Risk Management and Combined Assurance

The Committee acknowledges the significant strides made in enhancing the SACAA's risk management environment, including the implementation of the updated risk management policy, framework, and plans. Risk management remains a cornerstone of good governance and is essential to support the achievement of SACAA's strategic objectives, promoting operational resilience, and safeguarding public confidence in civil aviation oversight.

During the year under review, the Committee provided oversight of the organisation's risk governance processes to ensure that key risks were proactively identified, assessed, monitored, and mitigated. Management continued to embed risk management practices into day-to-day operations, with regular reporting to the Committee on the status of strategic, operational, and emerging risks. The Committee is satisfied that the risk register and mitigation strategies are reflective of the current risk landscape and aligned with SACAA's risk appetite and tolerance levels.

In addition to the internal risk environment, the Committee oversaw Business Continuity Planning efforts to ensure organisational preparedness in the event of disruptions. The SACAA's business continuity framework and plans were reviewed and assessed to confirm their adequacy and responsiveness to potential threats. These measures are crucial to ensure that the organisation can continue to fulfil its regulatory mandate with minimal interruption during unforeseen events.

The Committee also acknowledges continued improvements in the application of the CA model, which remains an integral part of SACAA's governance structure. This model ensures coordination among various assurance providers including Internal Audit, Risk Management, Compliance, Management, and External Audit across the five levels of assurance.

The CA approach enhances the quality, coverage, and efficiency of assurance efforts, reduces duplication, and ensures that significant risk areas receive appropriate attention. Maturity assessments were conducted by an independent service provider on both the Risk and CA activities of the entity and the outcome indicated that the entity is progressing steadily in the risk front whilst the organisation has progressed significantly in the CA efforts.

Throughout the period, the ARC provided active oversight of the combined assurance plan, ensuring it was effectively implemented, aligned with organisational priorities, and supportive of a unified approach to risk and control assurance. This collaborative model has strengthened the SACAA's ability to make informed decisions, foster accountability, and maintain strong internal control and governance systems.

The Committee is satisfied with the progress made in embedding risk management and combined assurance practices across the organisation. These practices remain critical to ensure resilience, regulatory effectiveness, and the long-term sustainability of the SACAA.

Auditor-General of South Africa

The ARC has met with the Auditor-General to ensure that there are no unresolved issues.

The ARC monitored the implementation of the action plan to address matters arising from the management report issued by the Auditor-General for the 2023/24 financial year. It is reported that there were no findings in the 2023/24 financial year.

The Auditor-General has unrestricted access to the SACAA's records and management. It furnishes a written report to the Committee on significant findings arising from the annual audit and can raise matters of concern directly with the Chairperson of the Committee.

The ARC concurs with and accepts the conclusions and the audit opinion of the Auditor-General on the AFS and is of the view that the audited financial statements be accepted and read together with the report of the Auditor-General.

Mr S Sooklal
Chairperson of the Audit and Risk Committee
Date:

Accounting Authority's Report

The Board submit their report for the year ended 31 March 2025.

1. Introduction

The Board presents its twenty-seventh Annual Report in terms of the Civil Aviation Act, 2009 (Act No.13 of 2009), (previously governed by the South African Civil Aviation Authority (Act No.40 of 1998)) and the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), which forms part of the audited annual financial statements for the year ended 31 March 2025.

2. Principal activities

Main business and operations

The South African Civil Aviation Authority (SACAA) is a statutory body which has the primary focus to control and regulate civil aviation in the Republic of South Africa and to oversee the functioning and development of the civil aviation industry.

The Civil Aviation Act, 2009, read in conjunction with the South African Civil Aviation Authority Levies Act, 1998 (Act No. 41 of 1998), enables the SACAA to charge a passenger safety charge on scheduled operations, a fuel levy on non- scheduled operations and general aviation, and charges for services rendered to the aviation industry, allowing it to generate revenue to fund its operations.

The operating results and state of affairs of the SACAA are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

The SACAA recorded a net surplus of R2,027,670 for the year ended 31 March 2025 (2024: R50,080,431)

3. Going concern

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary cause of business.

Management is of the view that the SACAA will continue as a going concern for the foreseeable future as it has sufficient available reserves currently as well as financial support from its Executive Authority, the Department of Transport for the next three financial years. It is noted that conditions in the aviation industry continues to improve.

4. Events after the reporting date

The Board is not aware of any significant events that occurred after the reporting date that were not adjusted or disclosed in the annual financial statements. Furthermore, management is not aware of any circumstances that exist that would impede the SACAA's ability to continue as a going concern.

5. Accounting policies

The annual financial statements are prepared in accordance with the South African Statements of Generally Recognised Accounting Practice (GRAP), including any interpretations of such Statements issued by the Accounting Standards Board as the prescribed framework by National Treasury.

6. Accounting Authority

The Board of the SACAA during the year and to the date of this report are as follows:

Name	Changes
Mr E Khosa (Chairperson)	Reappointed 01 June 2022
Mr S Sooklal	Reappointed 01 June 2022
Ms T Phewa	Reappointed 01 June 2022
Ms GB Koyana	Reappointed 01 June 2022
Mr T Peege	Appointed 23 June 2023
Adv M Lebakeng	Appointed 23 June 2023
Ms GNB Khoza	Reappointed 01 December 2023

It is reported that the Board's term was due to end on 31 May 2025, however the Minister of Transport elected to extend the Board's term by a further 6 months or up until the new Board is appointed whichever comes first.

7. Company Secretary

The secretary of the SACAA is Ms N Naraindath of:

Business address
Ikhaya Lokundiza
11 Byls Bridge Office Park
Cnr Olivenhoutbosch and Jean Avenue
Centurion
0062

Postal address
Private Bag X73
Halfway House
1685

Accounting Authority's Report

8. Interest of board members

The Board members have, at each Board meeting, confirmed that they had no material personal interests in any transactions of any significance with the SACAA. The Board members are required to sign a declaration of interest at every meeting attended. In addition, they are required to declare any interests in contracts annually. Accordingly, no conflict of interest with regard to directors' interests in contracts was reported. There was no change in directors' interests in contracts in the period between the financial year end and the date of signature of this report.

9. Corporate governance general

The Board is committed to integrity, transparency and professionalism in all its activities. As part of this commitment, the Board supports the highest standards of corporate governance and the ongoing development of best practice.

The Board confirms and acknowledges its responsibility to apply the principles set out in the King IV Report on Corporate Governance for South Africa 2016. The Board discusses the responsibilities of management in this respect at Board meetings and monitors the SACAA's compliance with the relevant legislative prescripts.

The salient features of the SACAA's adoption of King IV are outlined below:

Board of Directors

The Board is committed to business integrity, transparency and professionalism in all its activities. As part of this commitment, the Board:

- Retains full control over the SACAA, its plans and strategy;
- Acknowledges its responsibilities as to strategy, compliance with internal policies, laws and regulations, effective risk management and performance measurement, transparency an effective communication both internally and externally by the SACAA;
- Is of a unitary structure comprising:
  - Five Non-Executive Directors, all of whom are independent directors as defined in King IV
  - One Non-Executive Director appointed as a representative of the Executive Authority
  - One Executive Director
  - There is currently one vacancy for Non-Executive Director.

Chairperson and Director of Civil Aviation

The Chairperson is a non-executive and independent director as defined in King IV.

The roles of Chairperson and Director of Civil Aviation are separate, with responsibilities divided between them, so that no individual has unfettered powers of discretion.

Remuneration

The Director of Civil Aviation is appointed by the Minister of Transport, who is the Executive Authority of the SACAA. In terms of the Civil Aviation Act, the Executive Authority determined the remuneration of the Director of Civil Aviation upon initial appointment. The Board determines the Remuneration Policy and Strategy of the SACAA.

Board meetings

In terms of the Board Charter, the Board meets at least five times per annum, and during the year under review met ten times. In addition it has also held strategic planning and risk sessions.

Non-Executive Directors have access to members of management of the SACAA.

10. Auditors

In terms of the Public Audit Act, 2004 (Act No. 24 of 2004), as amended by the Public Audit Act, No. 5 of 2018, section 4 (3) provides that the Auditor-General may audit and report on the accounts and annual financial statements.

The Executive Authority confirmed the appointment of the Auditor-General as the external auditors of the SACAA at the Annual General Meeting held on 6 September 2024.

11. Number of Employees

The number of employees as at 31 March 2025 was 610 (2024: 601) which includes permanent, fixed term, interns, trainees, learnerships and contract employees.

12. Materiality Framework

In terms of Treasury Regulations 28 (3) of the PFMA, the Board must develop and agree on a framework of acceptable levels of materiality and significance with the relevant Executive Authority. This is agreed annually with the Executive Authority as part of the Board Performance Agreement.

Company Secretary's Certification

In my capacity as Company Secretary, I hereby confirm that the company has lodged all returns as required by Public Finance Management Act, 1999 (Act No. 1 of 1999) as amended, for the year ended 31 March 2025.

Ms N Naraindath
Company Secretary
Date:

Statement of Financial Position as at 31 March 2025

Figures in Rands	Note(s)	2025	2024
Assets			
Current Assets			
Cash and cash equivalents	3	553 112 903	540 785 039
Statutory receivables	4	67 834 981	62 314 182
Receivables from exchange transactions	5	29 815 745	28 481 654
Consumable stores	6	769 582	308 426
		651 533 211	**631 889 301**
Non-Current Assets			
Property, plant and equipment	7	30 149 863	20 734 995
Intangible assets	8	62 022 459	57 055 646
		92 172 322	**77 790 641**
Total Assets		**743 705 533**	**709 679 942**
Liabilities			
Current Liabilities			
Trade and other payables	10	117 525 097	82 313 649
Operating lease liability	11	569 710	1 669 728
Provisions	12	84 257 216	86 370 725
Total Liabilities		**202 352 023**	**170 354 102**
Total Net Assets		**541 353 510**	**539 325 840**

Statement of Financial Performance

Figures in Rands	Note(s)	2025	2024
Revenue			
Revenue from exchange transactions			
Interest revenue	14	45 059 475	42 307 044
Other revenue	15	5 085 204	5 372 595
Gain on disposal of assets		473 046	-
Gain on foreign exchange		116 920	-
Decrease in debt impairment provision	19	1 020 085	861 214
Bad debts recovered	19	-	142 509
Total revenue from exchange transactions		**51 754 730**	**48 683 362**
Revenue from non-exchange transactions			
Revenue from non exchange transactions	16	923 787 912	878 056 556
Total revenue		**975 542 642**	**926 739 918**
Expenditure			
Personnel cost	17	(654 409 760)	(601 756 691)
Operating expenses	18	(269 216 566)	(227 721 494)
Depreciation and amortisation		(15 197 093)	(12 888 141)
Lease rentals on operating lease		(33 029 572)	(32 832 402)
Bad debts written off	19	(1 661 981)	(1 276,067)
Loss on disposal of assets		-	(184 692)
Total expenditure		**(973 514 972)**	**(876 659 487)**
Surplus for the year		**2 027 670**	**50 080 431**

Statement of Changes in Net Assets

Figures in Rands

	Accumulated surplus	Total net assets
Balance at 01 April 2023	**489 245 409**	**489 245 409**
Changes in net assets		
Surplus for the year	50 080 431	50 080 431
Total recognised surplus for the year	50 080 431	50 080 431
Balance at 01 April 2024	**539 325 840**	**539 325 840**
Changes in net assets		
Surplus for the year	2 027 670	2 027 670
Total recognised surplus for the year	2 027 670	2 027 670
Balance at 31 March 2025	**541 353 510**	**541 353 510**

Cash Flow Statement

Figures in Rands

	Note(s)	2025	2024
Cash flows from operating activities			
Receipts			
Receipts from customers and Department of Transport		920 709 595	870 076 201
Interest income		45 843 130	42 307 044
		966 552 725	912 383 245
Payments			
Payments made to suppliers and employees		(934 285 450)	(832 209 095)
Net cash flows from operating activities	22	**32 267 275**	**80 174 150**
Cash flows from investing activities			
Purchase of property, plant and equipment	7	(10 363 311)	(9 330 391)
Proceeds from sale of property, plant and equipment		774 747	150 643
Purchase of intangible assets	8	(10 350 847)	(1 138 919)
Net cash outflows from investing activities		**(19 939 411)**	**(10 318 667)**
Net increase in cash and cash equivalents		**12 327 864**	**69 855 483**
Cash and cash equivalents at the beginning of the year		540 785 039	470 929 556
Cash and cash equivalents at the end of the year	3	**553 112 903**	**540 785 039**

Statement of Comparison of Budget and Actual Amounts

Figures in Rands

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Interest revenue	43 037 676	5 137 607	**48 175 283**	45 059 475	**(3 115 808)**	31
Other revenue	1 346 982	432 412	**1 779 394**	5 085 204	**3 305 810**	31
Gains on disposal of assets	-	-	**-**	473 046	**473 046**	31
Gain on foreign exchange	-	-	**-**	116 920	**116 920**	31
Decrease in debt impairment provision	-	-	**-**	1 020 085	**1 020 085**	31
Total revenue from exchange transactions	**44 384 658**	**5 570 019**	**49 954 677**	**51 754 730**	**1 800 053**	
Revenue from non-exchange transactions						
Transfer revenue						
Passenger safety charge	621 166 952	(10 000 000)	**611 166 952**	602 718 352	**(8 448 600)**	31
User fees	157 133 367	2 000 000	**159 133 367**	161 657 899	**2 524 532**	31
Fuel levy	33 911 356	-	**33 911 356**	29 626 661	**(4 284 695)**	31
Department of Transport	129 785 000	-	**129 785 000**	129 785 000	**-**	
Total revenue from non-exchange transactions	**941 996 675**	**(8 000 000)**	**933 996 675**	**923 787 912**	**(10 208 763)**	
Total revenue	**986 381 333**	**(2 429 981)**	**983 951 352**	**975 542 642**	**(8 408 710)**	
Expenditure						
Personnel costs	(677 123 952)	11 305 066	**(665 818 886)**	(654 409 760)	**11 409 126**	31
Operating expenses	(257 925 877)	(9 198 163)	**(267 124 040)**	(269 216 566)	**(2 092 526)**	31
Depreciation and amortisation	(16 010 016)	999 997	**(15 010 019)**	(15 197 093)	**(187 074)**	
Lease rentals on operating lease	(35 321 488)	(676 919)	**(35 998 407)**	(33 029 572)	**2 968 835**	31
Bad debts written off	-	-	**-**	(1 661 981)	**(1 661 981)**	31
Total expenditure	**(986 381 333)**	**2 429 981**	**(983 951 352)**	**(973 514 972)**	**10 436 380**	
Surplus for the year	**-**	**-**	**-**	**2 027 670**	**2 027 670**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**-**	**-**	**-**	**2 027 670**	**2 027 670**	

Accounting Policies

1. Presentation of Annual Financial Statements

1.1 Basis of preparations

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 55 of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand, which is the functional currency of the SACAA.

A summary of significant accounting policies, which have been consistently applied in the preperation of these annual financial statements, is disclosed below.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the SACAA will continue to operate as a going concern for at least the next 12 months.

1.3 Significant judgments and accounting estimates

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. The use of available information and the application of judgment are inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgments include:

Loans and receivables

The SACAA assesses its loans and receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the provincial entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

Management has applied judgement in estimating the extent of any impairment deemed necessary on the gross carrying value of loans and receivables and has impaired all doubtful accounts in arrears for a period longer than normal expected trading terms. The impairment loss is recognised in surplus or deficit when there is objective evidence that it is impaired.

Fair value estimation

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the SACAA for similar financial instruments.

Impairment testing

A cash-generating or non-cash generating asset is impaired when the carrying amount of the asset exceeds its recoverable amount. These calculations require the use of estimates and assumptions. It is reasonably possible that the assumptions may change, which may then have an impact on our estimations and may then require a material adjustment to the carrying value of tangible assets.

The SACAA reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level at which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of tangible assets are inherently uncertain and could materially change over time.

Useful lives of property, plant and equipment

The SACAA's management determines the estimated useful lives and related depreciation charges for property, plant and equipment. This estimate is based on industry norms. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives.

In estimating the useful lives of the assets, management assesses the present status of the assets and the expected future benefits associated with the continued use of the assets.

Accounting Policies

1.3 Significant judgments and accounting estimates (continued)

Provisions

Provisions were raised and management determined an estimate based on the information available, as well as past experience.

1.4 Property, plant and equipment

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- It is probable that future economic benefits or service potential associated with the item will flow to the SACAA; and
- The cost of the item can be measured reliably. Property, plant and equipment are initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. The major components are depreciated separately over their useful lives.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of it.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment are carried at cost less accumulated depreciation and any impairment losses.

The useful lives of items of property, plant and equipment have been assessed as follows:

	2025	2024
Leasehold improvement	period of lease	period of lease
Furniture and fixtures	5 - 27 years	5 - 27 years
Motor vehicles	6 - 8 years	6 - 10 years
Computer equipment	5 - 22 years	5 - 22 years
Generator	15 years	15 years
Canteen equipment	6 - 14 years	6 - 14 years

The assets' residual values, useful lives and depreciation methods are reviewed at the end of each reporting date and change(s) are accounted for as a change in accounting estimate in accordance with the relevant standard of GRAP.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Accounting Policies

1.5 Intangible assets

An asset is identifiable if it either:

- Is separable, i.e. is capable of being separated or divided from the SACAA and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the SACAA intends to do so; or
- Arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the SACAA or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- It is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the SACAA; and
- The cost or fair value of the asset can be measured reliably.

The SACAA assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefits.

Amortisation is provided to write off the cost of the intangible assets over their estimated useful lives, using the straight-line method.

	2025	2024
Computer software	5 - 24 years	5 - 25 years

Intangible assets are derecognised:

- On disposal; or
- When no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible assets is included in surplus or deficit when the asset is derecognised. The gain or loss arising from the derecognition of an item of intangible assets is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.6 Financial instruments

Classification

The SACAA has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Statutory receivables	Financial asset measured at amortised cost
Trade and other receivables	Financial asset measured at amortised cost
Cash and cash equivalents	Financial asset measured at amortised cost

The SACAA has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Trade and other payables	Financial liability measured at amortised cost
Operating lease liability	Financial liability measured at amortised cost

Initial recognition

The SACAA recognises a financial asset or a financial liability in its statement of financial position when the SACAA becomes a party to the contractual provisions of the instrument.

The SACAA recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The SACAA measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Accounting Policies

1.6 Financial instruments (continued)

Subsequent measurement of financial assets and financial liabilities

The SACAA measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at amortised cost.
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

The SACAA assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Objective evidence of impairment includes:

- Long overdue amounts for which further collection procedures have been regarded as uneconomical;
- Information received about the debtor indicating their inability to settle the debt; or
- Legal action has been instituted to recover the amount owing.

Financial assets measured at amortised cost

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced directly. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Derecognition

Financial assets

The SACAA derecognises a financial asset only when:

- The contractual rights to the cash flows from the financial asset expire, are settled or waived;
- The SACAA transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- The SACAA, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the SACAA :
  - Derecognise the asset; and
  - Recognise separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Financial liabilities

The SACAA removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished, i.e. when the obligation specified in the contract is discharged, cancelled, expires or is waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit.

Accounting Policies

1.6 Financial instruments (continued)

Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Dividends or similar distributions relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the SACAA currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

1.7 Statutory receivables

Identification

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position. The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

Nominal interest rate is the interest rate and/or basis specified in legislation, supporting regulations or similar means.

The transaction amount for a statutory receivable means the amount specified in, or calculated, levied or charged in accordance with, legislation, supporting regulations, or similar means.

Statutory receivables are made of the following:

Passenger safety charge

The passenger safety charge is levied in accordance with the provisions of section 74(1)(b) of the Civil Aviation Act, 2009 (Act No. 13 of 2009) read with Part 187, Sub Part 2 of the Civil Aviation Regulations, 2011. The charge is collected by airlines from passengers on commercial flights departing from an airport within the Republic of South Africa on a scheduled passenger flight or part of a flight to a destination within or outside the country. The passenger safety charge tariff is approved annually by the Minister of Transport with the concurrence of the Minister of Finance. The collected charges are paid over to the SACAA on a monthly basis.

User fees

The user fees are levied in accordance with the provisions of section 74(1)(a) of the Civil Aviation Act, 2009 (Act No. 13 of 2009) read with Part 187, Sub Part 1 of the Civil Aviation Regulations, 2011. These are charged on amongst others for aviation regulatory related exemptions, certificates, authorisation, licences and registrations. The user fee tariff is approved annually by the Minister of Transport with the concurrence of the Minister of Finance.

Fuel levy

Government Notice R307 of 13 April 2012 provides notice containing the terms and conditions relating to the payment of the aviation fuel levy in terms of section 2 of the South African Civil Aviation Authority Levies Act, 1998 (Act No. 41 of 1998) read in conjunction with section 74(1)(g) of the Civil Aviation Act, 2009 (Act No. 13 of 2009). The levy is based on litre of aviation fuel sold by fuel wholesalers to general aviation, cargo and charter operators within the Republic of South Africa. The fuel levy tariff is approved annually by the Minister of Transport with the concurrence of the Minister of Finance. The collected levies are paid over to the SACAA on a monthly basis.

Recognition

The SACAA recognises statutory receivables as follows:

- If the transaction is an exchange transaction, using the policy on Revenue from exchange transactions;
- If the transaction is a non-exchange transaction, using the policy on Revenue from non-exchange transactions (taxes and transfers); or

Accounting Policies

1.7 Statutory receivables (continued)

- if the transaction is not within the scope of the policies listed in the above or another Standard of GRAP, the receivable is recognised when the definition of an asset is met and, when it is probable that the future economic benefits or service potential associated with the asset will flow to the SACAA and the transaction amount can be measured reliably.

Initial measurement

The SACAA initially measures statutory receivables at their transaction amount.

Subsequent measurement

The SACAA measures statutory receivables after initial recognition using the cost method. Under the cost method, the initial measurement of the receivable is changed subsequent to initial recognition to reflect any:

- Interest or other charges that may have accrued on the receivable (where applicable);
- Impairment losses; and
- Amounts derecognised.

Accrued interest

Where the SACAA levies interest on the outstanding balance of statutory receivables, it adjusts the transaction amount after initial recognition to reflect any accrued interest. Accrued interest is calculated using the nominal interest rate.

Interest on statutory receivables is recognised as revenue in accordance with the policy on Revenue from exchange transactions or the policy on Revenue from non-exchange transactions (taxes and transfers), whichever is applicable.

The SACAA levies interest at prime plus two percentage points.

Other charges

Where the SACAA is required or entitled in terms of legislation, supporting regulations, by-laws or similar means to levy additional charges on overdue or unpaid amounts, and such charges are levied, the SACAA applies the principles as stated in “Accrued interest” above, as well as the relevant policy on Revenue from exchange transactions or the policy on Revenue from non-exchange transactions (taxes and transfers).

Impairment losses

The SACAA assesses at each reporting date whether there is any indication that a statutory receivable, or a group of statutory receivables, may be impaired.

In assessing whether there is any indication that a statutory receivable, or group of statutory receivables, may be impaired, the SACAA considers, as a minimum, the following indicators:

- Significant financial difficulty of the debtor, which may be evidenced by an application for debt counselling, business rescue or an equivalent.
- It is probable that the debtor will enter sequestration, liquidation or other financial re-organisation.
- A breach of the terms of the transaction, such as default or delinquency in principal or interest payments (where levied).
- Adverse changes in international, national or local economic conditions, such as a decline in growth, an increase in debt levels and unemployment, or changes in migration rates and patterns.

If there is an indication that a statutory receivable, or a group of statutory receivables, may be impaired, the SACAA measures the impairment loss as the difference between the estimated future cash flows and the carrying amount. Where the carrying amount is higher than the estimated future cash flows, the carrying amount of the statutory receivable, or group of statutory receivables, is reduced directly. The amount of the losses are recognised in surplus or deficit.

In estimating the future cash flows, the SACAA considers both the amount and timing of the cash flows that it will receive in future. Consequently, where the effect of the time value of money is material, the SACAA discounts the estimated future cash flows using a rate that reflects the current risk free rate and, if applicable, any risks specific to the statutory receivable, or group of statutory receivables, for which the future cash flow estimates have not been adjusted.

An impairment loss recognised in prior periods for a statutory receivable is revised if there has been a change in the estimates used since the last impairment loss was recognised, or to reflect the effect of discounting the estimated cash flows.

Any previously recognised impairment loss is adjusted directly. The adjustment does not result in the carrying amount of the statutory receivable or group of statutory receivables exceeding what the carrying amount of the receivable would have been had the impairment loss not been recognised at the date the impairment is revised.

Accounting Policies

1.7 Statutory receivables (continued)

The amount of any adjustment is recognised in surplus or deficit.

Derecognition

The SACAA derecognises a statutory receivable, or a part thereof, when:

- The rights to the cash flows from the receivable are settled, expire or are waived;
- The SACAA transfers to another party substantially all of the risks and rewards of ownership of the receivable; or
- The SACAA, despite having retained some significant risks and rewards of ownership of the receivable, has transferred control of the receivable to another party and the other party has the practical ability to sell the receivable in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the SACAA:
    - Derecognises the receivable; and
    - Recognises separately any rights and obligations created or retained in the transfer.

The carrying amounts of any statutory receivables transferred are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date.

The SACAA considers whether any newly created rights and obligations are within the scope of the Standard of GRAP on Financial Instruments or another Standard of GRAP. Any difference between the consideration received and the amounts derecognised and, those amounts recognised, are recognised in surplus or deficit in the period of the transfer.

1.8 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the SACAA assesses the classification of each element separately.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

The operating lease liability is derecognised when the SACAA's obligation to settle the liability is extinguished. The operating lease asset is derecognised when the SACAA no longer anticipates economic benefits to flow from the asset.

1.9 Consumable stores

Consumable stores are initially measured at cost except where consumable stores are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Consumable stores comprise of ID licence cards held for issuance to the aviation stakeholders and various people in the aviation value chain.

Subsequently consumable stores are measured at the lower of cost and net realisable value.

1.10 Impairment of cash-generating assets

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets used with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Accounting Policies

1.10 Impairment of cash-generating assets (continued)

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

The recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use. Useful life is either:

- The period of time over which an asset is expected to be used by the SACAA; or
- The number of production or similar units expected to be obtained from the asset by the SACAA.

Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The SACAA assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the SACAA estimates the recoverable amount of the asset.

Reversal of impairment loss

The SACAA assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the SACAA estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit. Any reversal of an impairment loss of a revalued cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

1.11 Impairment of non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. Useful life is either:

- The period of time over which an asset is expected to be used by the SACAA; or
- The number of production or similar units expected to be obtained from the asset by the SACAA.

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The SACAA assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the SACAA estimates the recoverable service amount of the asset.

Reversal of an impairment loss

The SACAA assesses at each reporting date whether there is any indication that an impairment loss recognised.

Accounting Policies

1.11 Impairment of non-cash-generating assets (continued)

in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the SACAA estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit. Any reversal of an impairment loss of a revalued non-cash-generating asset is treated as a revaluation increase.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

1.12 Employee benefits

Employee benefits are all forms of consideration given by the SACAA in exchange for services rendered by employees.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- Salaries and social security contributions;
- Short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- Bonus, incentive and performance-related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- Non-monetary benefits (for example, medical care, cell phones and employee wellness) for current employees.

When an employee has rendered service to the SACAA during a reporting period, the SACAA recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- As a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the SACAA recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- As an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The SACAA measures the expected cost of accumulating compensated absences as the additional amount that the SACAA expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The SACAA recognise the expected cost of bonus, incentive and performance related payments when the SACAA has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the SACAA has no realistic alternative but to make the payments.

Retirement benefits: Defined contribution plans

The SACAA provides retirement benefits for its employees. Defined contribution plans are retirement benefits plans under which the SACAA pays fixed contributions into a separate fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the SACAA during a reporting period, the SACAA recognises the contribution payable to a defined contribution plan in exchange for that service:

Accounting Policies

1.12 Employee benefits (continued)

- As a liability (accrued expense), after deducting any contribution already paid; and
- As an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

1.13 Commitments

Items are classified as commitments when the SACAA has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments regarding future minimum lease payments, the acquisition of property, plant and equipment and intangible assets.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

Commitments are disclosed in note 23.

1.14 Provisions and contingencies

Provisions are recognised when:

- The SACAA has a present obligation as a result of a past event;
- It is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- A reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus (deficit).

If the SACAA has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised.

Contingencies are disclosed in note 24.

1.15 Revenue recognition from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the SACAA receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Other income

Other income comprise of fees that are collected and not related to the mandate of the SACAA.

Interest

Revenue arising from the use by others of the SACAA's assets yielding interest is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the SACAA, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

1.16 Revenue recognition from non exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

Non-exchange transactions are defined as transactions.

Accounting Policies

1.16 Revenue recognition from non exchange transactions (continued)

where the SACAA receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settle, between knowledgeable, willing parties in an arms length transaction.

Measurement

The invoice value of sales and services rendered, excluding value-added tax in respect of trading operations, is recognised at the date on which services are provided.

The passenger safety charge is based on the number of passengers on scheduled services departing from all airports in the country. This data is obtained from the scheduled airlines and verified by data received from the airports.

Fuel levies are based on litres of aviation fuel sold by fuel wholesalers and verified biannually by independent external auditors appointed by the SACAA.

Accident and incident investigation fees are received from the Department of Transport on a cost-recovery basis negotiated annually in advance.

User fees are generated from examinations, licence renewals, certifications, airworthiness and calibrations. The revenue is recognised when the service is rendered.

1.17 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date, foreign currency monetary items are translated using the closing rate.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous annual financial statements are recognised in surplus or deficit in the period in which they arise.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

1.18 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.19 Irregular expenditure

Irregular expenditure is expenditure that is contrary to the Public Finance Management Act (PFMA) or in contravention of the SACAA's supply chain management policies. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is disclosed as such in the notes to the annual annual financial statements and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.20 Segment information

A segment is an activity of an entity:

- That generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same SACAA);
- Whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- For which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

The SACAA is a statutory body, which has the primary focus to control and regulate civil aviation in the Republic of South Africa and to oversee the functioning and development of the civil aviation industry. Although

Accounting Policies

1.20 Segment information (continued)

revenues do have certain streams, they are not related to any segments or specific divisions within the SACAA. SACAA's expenditure relates mainly to salaries and the rest relates to operational activities and cannot be linked to any specific segments. Resources are not allocated, nor is reporting done or performance measured for any separate activities.

Management is of the opinion that any attempt to divide the SACAA into further separate activities or geographical information will not add any additional value to its stakeholders. The entire SACAA is viewed as a single reportable segment.

1.21 Budget information

SACAA is typically subject to budgetary limits in the form of appropriations or budget authorisations, which are given effect through authorising legislation.

General purpose financial reporting by the SACAA shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on an accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 01 April 2024 to 31 March 2025.

The annual financial statements and the budget are compiled on the same basis of accounting. Therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

An explanation is provided for all variances between actual and budgeted amounts above 5% or in excess of R2 million in the notes to the annual financial statements.

1.22 Related Parties

The SACAA has processes in place to aid in the identification of related parties. Related parties are defined as persons or entities with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an SACAA that is subject to common control, or joint control.

The Department of Transport was identified as being able to exercise significant influence over the SACAA. As a result, all other entities under the same influence are regarded as related parties.

1.23 Taxation

The SACAA is exempt from taxation in terms of the provision of section 10 (1) (CA) (i) of the Income Tax Act, 1962 (Act No. 58 of 1962).

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

2. New standards and interpretations

2.1 Standards and interpretations issued, but not yet effective

The SACAA has not applied the following standards and interpretations, which have been published and are mandatory for the SACAA's accounting periods beginning on or after 01 April 2025 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
GRAP 104: Financial Instruments	01 April 2025	Not expected to impact results but may result in additional disclosure

3. Cash and cash equivalents

Cash and cash equivalents consist of:

	2025	2024
Bank balances	10 956 073	6 965 319
Short-term deposits with commercial banks	75 789 105	103 069 199
Short-term deposits with Corporation for Public Deposit (CPD)*	466 367 725	430 750 521
	553 112 903	540 785 039

Credit quality of cash at bank and short term deposits, excluding cash on hand

Bank balances and short-term deposits with commercial banks are held at financial institutions which have a credit rating of an acceptable investment grade. Cash and cash equivalents attract interest at variable rates linked to prime.

*In terms of Treasury Regulation 31.1.3.3 Public Entities that are listed in Schedule 3(a) of the PFMA must, unless exempted, invest surplus funds with the Corporation for Public Deposits (CPD).

4. Statutory receivables

	2025	2024
Trade debtors	83 238 546	78 582 154
Provision for impairment of statutory trade and other receivables	(13 720 077)	(14 740 162)
Unallocated receipts	(1 683 488)	(1 527 810)
	67 834 981	62 314 182

Statutory receivables are carried at cost, which normally approximates their fair value due to the short-term maturity thereof. An adjustment for the impairment of statutory receivables has been made for estimated irrecoverable amounts.

Statutory trade receivable ageing

	2025	2024
Current	61 723 764	54 438 902
0 to 30 days	1 488 735	4 773 563
31 to 60 days	2 076 950	1 491 149
61 to 90 days	164 358	382 915
over 90 days	17 784 739	17 495 625
	83 238 546	78 582 154

Credit quality of statutory receivables

The credit quality of trade and other receivables that are neither past nor due nor impaired can be assessed by reference to historical information about counterparty default rates as well as payment history.

None of the financial assets that are fully performing have been renegotiated in the last year.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

4. Statutory receivables (continued)

Fair value of statutory receivables

Statutory receivables	67 834 981	62 314 182

The management considers the carrying amount of statutory receivables to approximate fair value.

Statutory receivables past due but not impaired

At 31 March 2025, R 7 794 704 (2024: R 9 405 893) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

One month past due	1 477 739	4 717 082
Two months past due	2 071 416	1 486 777
Three months past due	121 627	346 040
Older than three months past due	4 123 922	2 855 994
	7 794 704	9 405 893

Statutory receivables impaired

As of 31 March 2025, trade and other receivables of R 13 720 077 (2024: R 14 740 162) were impaired and provided for.

The ageing of these receivables is as follows:

One month past due	10 996	59 284
Two months past due	5 534	4 372
Three months past due	42 731	36 875
Older than three months past due	13 660 816	14 639 631
	13 720 077	14 740 162

Reconciliation of provision for impairment of statutory receivables

Opening balance	14 740 162	15 601 376
Increase/(Decrease) in Provision for impairment	(1 020 085)	(861 214)
	13 720 077	14 740 162

Included in debt impairment are amounts owing by Comair R7 166 995 and other debtors.

5. Receivables from exchange transactions

Prepayments	20 499 975	17 257 523
Security deposits*	3 758 876	8 189 080
Rental deposits**	5 236 536	1 877 961
Accrued interest	38 258	821 913
Staff advances	259 100	230 993
Other receivables	23 000	104 184
	29 815 745	28 481 654

*Security deposits relates to funds that was paid to attorneys' interest bearing trust accounts as security for a CCMA arbitration award that was issued against SACAA, which are under review at the Labour Court (Refer to note 24 on contingencies). The deposit for another labour court case held in the previous financial year was returned when the case was finalised.

**The SACAA paid a deposit of R3 358 575 in terms of a lease agreement for its new premises in Centurion, R550 000 for Redefine and R1 241 200 for Growthpoint.

Receivables from exchange transactions are carried at cost, which normally approximates their fair value due to the short-term maturity thereof.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

5. Receivables from exchange transactions (continued)

As at the end of the year, the other receivables ageing were as follows:

	2025	2024
0 to 30 days	-	53 684
Over 90 days	23 000	50 500
	23 000	104 184

Receivables past due but not impaired

On 31 March 2025, other receivables of R23 000 (2024: R104 184) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

	2025	2024
One month past due	-	53 684
Older than three months past due	23 000	50 500
	23 000	104 184

None of the receivables from exchange transactions have been impaired.

6. Consumable stores

	2025	2024
ID licence card consumables	769 582	308 426

7. Property, plant and equipment

	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Leasehold improvements	169 253	(135 028)	34 225	169 253	(116 403)	52 850
Furniture and fixtures	18 539 420	(17 735 967)	803 453	18 831 865	(15 103 879)	3 727 986
Motor vehicles	8 227 880	(3 568 067)	4 659 813	5 619 695	(4 165 280)	1 454 415
Computer equipment	36 491 948	(21 656 484)	14 835 464	34 524 376	(19 413 598)	15 110 778
Generator	1 097 633	(896 921)	200 712	1 097 633	(823 746)	273 887
Canteen equipment	290 680	(212 021)	78 659	290 680	(175 601)	115 079
Work in progress (Computer equipment)*	9 537 537	-	9 537 537	-	-	-
Total	74 354 351	(44 204 488)	30 149 863	60 533 502	(39 798 507)	20 734 995

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Depreciation	Total
Leasehold improvements	52 850	-	-	(18 625)	34 225
Furniture and fixtures	3 727 986	123 433	(19 454)	(3 028 512)	803 453
Motor vehicles	1 454 415	4 243 944	-	(1 038 546)	4 659 813
Computer equipment	15 110 778	5 624 714	(282 247)	(5 617 781)	14 835 464
Generator	273 887	-	-	(73 175)	200 712
Canteen equipment	115 079	-	-	(36 420)	78 659
Work in progress (Computer equipment)*	-	9 537 537	-	-	9 537 537
	20 734 995	19 529 628	(301 701)	(9 813 059)	30 149 863

*Work in progress relates to audio and visual conferencing facility for SACAA's new head office. The SACAA has approved payment for the equipment prior to year end but this equipment has not been installed due to the delays in the completion of the building.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

7. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Leasehold improvements	21 156	-	-	-	31 694	52 850
Furniture and fixtures	4 646 262	1 383 836	(113 151)	216 899	(2 405 860)	3 727 986
Motor vehicles	2 314 939	-	-	-	(860 524)	1,454 415
Computer equipment	11 619 658	7 915 242	(222 184)	(216 899)	(3 985 039)	15 110 778
Generator	347 063	-	-	-	(73 176)	273 887
Canteen equipment	117 070	31 313	-	-	(33 304)	115 079
	19 066 148	**9 330 391**	**(335 335)**	**-**	**(7 326 209)**	**20 734 995**

Expenditure incurred to repair and maintain property, plant and equipment

	2025	2024
Other operational repairs and maintenance	8 253 779	2 851 415

8. Intangible assets

	2025			2024		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Computer software	89 467 776	(38 184 658)	51 283 118	81 597 614	(32 800 624)	48 796 990
Work in progress*	10 739 341	-	10 739 341	8 258 656	-	8 258 656
Total	**100 207 117**	**(38 184 658)**	**62 022 459**	**89 856 270**	**(32 800 624)**	**57 055 646**

Reconciliation of intangible assets - 2025

	Opening balance	Additions	Transfers	Amortisation	Total
Computer software	48 796 990	1 660 695	6 209 467	(5 384 034)	51 283 118
Work in progress*	8 258 656	8 690 152	(6 209 467)	-	10 739 341
	57 055 646	10 350 847	-	(5 384 034)	62 022 459

Reconciliation of intangible assets - 2024

	Opening balance	Additions	Amortisation	Total
Computer software	54 358 922	-	(5 561 932)	48 796 990
Work in progress	7 119 737	1 138 919	-	8 258 656
	61 478 659	1 138 919	(5 561 932)	57 055 646

* Work in progress includes Electronic Documents and Records Management System (EDRMS) "Shanduka Project" of R6 389 273 as well as software and installation costs of the Enterprise Business System (EBS) of R4 350 068. As the phases of these projects are completed, they are transferred to computer software.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

9. Change in estimate

Property, plant and equipment

The revised GRAP 17 - Property, plant and equipment requires the review of the residual value and useful life of an asset at least at each financial year end. The SACAA reviewed the estimated useful lives of certain assets due to change in expectation relating to the replacement of property, plant and equipment. The revisions were accounted for prospectively as a change in accounting estimate and as a result, the depreciation charges of the SACAA for the current financial year have been increased by R771 070.

	Before change in estimate	After change in estimate	Change in estimate
Computer software	869 583	495 363	(374 220)
Furniture and fixtures	16 508 234	17 735 967	1 227 733
Motor vehicles	104 761	22 318	(82 443)
	17 482 578	18 253 648	771 070

10. Trade and other payables

	2025	2024
Leave pay accrual	35 399 055	31 424 340
Sundry accruals	45 707 366	25 022 498
Statutory receivables with credit balances	13 953 856	12 356 777
Trade payables	17 533 146	8 021 145
Salary-related accruals	1 875 340	1 913 359
Income received in advance	3 056 334	3 575 530
	117 525 097	82 313 649

The SACAA does not have any long term liabilities. It currently has sufficient cash reserves to fund its capital and operating expenditure.

11. Operating lease liability

	2025	2024
Current liabilities	569 710	1 669 728

12. Provisions

Reconciliation of provisions - 2025

	Opening Balance	Additions	Utilised during the year	Total
Performance bonus provision	86 370 725	79 151 134	(81 264 643)	84 257 216
Retention bonus provision	-	7 166 270	(7 166 270)	-
	86 370 725	86 317 404	(88 430 913)	84 257 216

Reconciliation of provisions - 2024

	Opening Balance	Additions	Utilised during the year	Total
Performance bonus provision	75 287 573	85 000 000	(73 916 848)	86 370 725

The performance and retention bonus provision is calculated in line with the remuneration and retention policies as approved by the Board.

The performance bonus provision is calculated based on the performance of the SACAA as well as the individual performance ratings of each employee for the financial year ended 31 March 2025.

Executive management are entitled to a retention bonus payable at a three year cycle of uninterrupted service in SACAA. The retention bonus is calculated at 24% of their prevailing total cost of employment.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

12. Provisions (continued)

Assumptions

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the obligation at the Statement of Financial Position date. The discount rate used to determine the present value reflects current market assessment of the time value of money and the risks specific to the liability.

13. Employee benefit obligation

The total amount recognised as an expense for defined contribution provident fund	76 070 596	70 793 577

It is the policy of the SACAA to provide retirement benefits to all its employees. The defined contribution provident fund, which is subject to the Pensions Fund Act, 1956 (Act No. 24 of 1956) exist for this purpose.

The SACAA is under no obligation to cover any unfunded benefits.

14. Interest revenue

Commercial banks	8 829 081	12 223 811
Corporation for Public Deposit	35 617 204	29 513 106
Trade and other receivables	613 190	570 127
	45 059 475	42 307 044

15. Other revenue from exchange transactions

Sundry income	4 437 357	5 039 155
Sponsorship income	294 186	253 000
Insurance claims received	353 661	80 440
	5 085 204	5 372 595

16. Revenue from non exchange transactions

Passenger safety charge*	602 718 352	562 458 170
User fees**	161 657 899	150 789 372
Fuel Levy***	29 626 661	38 464 014
Department of Transport****	129 785 000	126 345 000
	923 787 912	878 056 556

* Passenger safety charge increased by 7% in the current year due to an increase in passenger numbers of 3.5%, from 19 362 641 to 20 036 561 in the current year as well as the increase in tariff for passenger safety charge by 4.9% from R29.33 to R30.77 effective 1 October 2024.

** User fees increased by 7% in the current year due to improvement in aviation activities. There was a 4.9% fee increase effective 1 October 2024.

*** The Fuel levy decreased by 30%. Severe supply shortages in aviation fuel were noted during the current financial year as well as a decrease in declared fuel volumes to cargo, charter and general aviation clients. The SACAA also received a claim amount of R7 230 210 in the current financial year for the over-declaration of fuel levy.

**** The allocation from Department of Transport includes an amount of R42.4 million for the Accidents and Incidents Investigation Division as well as additional financial support of R87.4 million.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

17. Personnel costs

Basic	424 994 236	387 182 468
Bonus	86 317 404	85 000 000
Pension fund contributions	76 070 596	70 793 577
Medical aid contributions	27 137 125	24 792 624
Other employee benefit cost	22 212 356	21 633 617
Temporary staff	2 458 948	2 436 989
Acting allowances	2 029 676	1 494 180
Leave pay expense	7 759 538	3 574 490
Travel and other allowances	1 990 917	2 120 271
Compensation for occupational injuries and diseases fund	2 214 682	1 568 815
Unemployment insurance fund	1 224 282	1 159 660
	654 409 760	601 756 691

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

18. Operating expenses

Aircraft operating expenses	32 330 674	32 203 820
Auditors remuneration (refer to note 21)	3 569 889	3 633 233
Bank charges	587 262	588 345
Bursaries	15 099 429	11 914 465
Cleaning	2 264 797	2 156 641
Conferences, seminars and venue hire	11 940 381	3 958 115
Consulting and professional fees	10 289 992	11 900 764
Consumables	754 719	430 005
Electricity	6 293 481	6 149 445
Fuel and oil	1 092 657	2 438 514
IT expenses	2 816 375	3 159 389
Insurance	6 057 834	4 907 299
Legal Fees	16 850 335	6 043 123
Magazines, books and periodicals	414 449	719 461
Placement fees	2 113 729	825 450
Postage and courier	461 717	733 852
Printing and stationery	1 495 489	2 192 499
Public relations	4 068 806	5 596 373
Refuse	94 793	350 216
Regulation development	1 323 996	254 490
Repairs and maintenance	8 253 779	2 851 415
Safety and promotion	8 985 593	10 134 719
Security	5 360 563	5 065 163
Skills development levy	5 588 139	5 030 113
Software expenses	34 449 416	38 555 503
Sponsorships	5 951 345	3 017 648
Staff events	2 010 607	5 306 428
Staff welfare	329 941	301 203
Telephone and cellphone	10 332 777	6 417 837
Training	15 906 336	12 709 320
Travel - domestic	30 894 941	24 741 744
Travel - International	20 370 488	13 124 613
Uniforms	394 693	139 609
Other expenses	467 144	170 680
IT expenses	269 216 566	227 721 494

Overall operating expenses increased by 18% in the current year as a result of the increased business activities in the aviation industry as compared to the prior year. There was also an increase in legal fees of 179% as a results of many pending legal cases being finalised in the current financial year, an increase in training of 61% as a results of investment in training subsequent to a skills audit and catching up with backlogs from the past, an increase in repairs and maintenance of 189% due to contractual building re-instatement cost as SACAA moves out of the old buildings and an increase in travel of 36% due to increased business activities and the overall increase in prices of flights tickets, accomodation and related cost.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

19. Debt impairment

Decrease in debt impairment provision	(1 020 085)	(861 214)
Bad debts written off	1 661 981	1 276 067
Bad debts recovered	-	(142 509)
	641 896	272 344

20. Taxation

No provision for taxation has been made, as the SACAA is exempted in terms of section 10 (1) (CA) (i) of the Income Tax Act, 1962 (Act No. 58 of 1962)

21. Auditors' remuneration

Fees	3 504 085	3 578 221
Reimbursive expenses	65 804	55 012
	3 569 889	3 633 233

22. Cash generated from operations

Surplus	2 027 670	50 080 431
Adjustments for:		
Depreciation and amortisation	15 197 093	12 888 141
(Gain)/loss on disposal of assets	(473 046)	184 692
Property, plant and equipment paid for after year end	(9 166 317)	-
Debt impairment and bad debts written off	641 896	414 853
Movements in operating lease liability	(1 100 018)	1 121 857
Movements in provisions	(2 113 509)	11 083 152
Changes in working capital:		
Consumable stores	(461 156)	282 843
Statutory receivables	(5 520 799)	(8 992 099)
Movement in debt impairment and bad debts written off	(641 896)	(414 853)
Receivables from exchange transactions	(1 334 091)	(4 088 507)
Trade and other payables	35 211 448	17 613 640
	32 267 275	80 174 150

23. Commitments

Authorised capital expenditure

Authorised and contracted for		
• Property, plant and equipment	45 702 040	3 265 218
• Intangible assets	27 581 823	37 546 640
	73 283 863	40 811 858
Authorised and not contracted for		
• Property, plant and equipment	150 010 427	151 533 600
Total capital commitments		
Authorised and contracted for	73 283 863	40 811 858
Authorised and not contracted for	150 010 427	151 533 600
	223 294 290	192 345 458

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

23. Commitments (continued)

The capital commitment authorised and contracted for in property, plant and equipment is for Computer equipment of R16 878 384, Leasehold improvements of R7 603 109, Motor vehicles of R1 084 420 and Furniture and Fittings of R20 136 127.

The capital commitment authorised and contracted for in intangible assets is for the acquisition of the Enterprise Business System of R6 395 846 and R21 185 977 for Electronic Record Document Management System (Shanduka Project).

The capital commitment authorised and not contracted for in property, plant and equipment is for new office furniture of R1 281 627 and acquisition of an aircraft of R148 728 800 for the Flight Inspection Unit (FIU). This decreased from R151 533 600 due to the improvement in the Rand/dollar exchange rate from 18.94 to 18.59. It is reported that the Board approved the acquisition of the aircraft pre-Covid and the acquisition was subsequently put on hold as the cost of the aircraft increased substantially post-Covid. This matter will have to be reconsidered based on the substantial changes to the cost implications.

An amount of R363 500 000 has been budgeted for in the 3 year MTEF budget. Included in this amount is the capital expenditure budget for the year ending 31 March 2026 of R33 500 000.

Operating leases

Minimum lease payments due	2025	2024
- within one year	42 053 232	30 744 932
- in second to fifth year inclusive	189 722 220	204 655 512
- later than five years	327 333 109	370 865 521
	559 108 561	606 265 965

Operating lease payments represent rentals payable by the SACAA for certain of its office properties and equipment. Leases are negotiated for an average term of between three to ten years. No contingent rent is payable.

During the previous financial year, a ten year lease contract was signed with Centurion Vision Development (Proprietary) Limited for office rental commencing on 1 June 2025.

24. Contingencies

Legal Matters

(i) The SACAA is currently dealing with a litigation matter relating to a civil claim for damages lodged against it. A scheduled airline operator is claiming damages from SACAA and one of its employees to the amount of R180 000 000 because of findings and enforcement decisions taken as a result of their non-compliance with regulatory provisions when conducting their operations.

The enforcement decisions were taken in December 2018 and January 2019. The airline is alleging that they have suffered damages as a result of the administrative decisions carried out by the SACAA.

The airline has filed its replication and the next step is to file the discovery affidavit and all other necessary documents will need to be filed in preparation for the trial

(ii) SACAA is currently dealing with a matter relating to a claim for loss of support and damages against it. SACAA's aircraft was involved in an accident that resulted in the untimely passing on of three of its employees. The claim is for a total amount of R19 100 000. The SACAA insurers are dealing with the matter.

The signed Discovery Affidavit was served on the Plaintiffs in July 2023, and they were requested to tender their Discovery Affidavit. The Plaintiffs have since served the signed discovery affidavit. Subsequent to submission it has been discovered that not all documents mentioned in the discovery affidavit were served on our Attorneys. The SACAA Attorneys have since requested the missing documents from the plaintiffs' Attorney.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

24. Contingencies (continued)

(iii) The SACAA received summons and is cited as a second defendant to a claim from a European aircraft owner that purchased an aircraft from a South African Company (first defendant) in 2021. After purchasing and registering the aircraft in Europe, the plaintiff subsequently discovered defects related to repair work that was performed on the aircraft in 2002. The plaintiff claims to have purchased the aircraft having relied on the Certificate of Airworthiness that the SACAA issued in 2002 after the repair work was done as well as an export certificate issued in 2021. The plaintiff is claiming for damages up to a maximum amount of EUR 612 901 (R12 396 290 at year-end exchange rate) both SACAA and first defendant jointly and severally liable. The SACAA is defending the matter.

(iv) The SACAA has approached the Labour Court to review a CCMA Arbitration Award that was issued against it. The claim against the SACAA is for reinstatement of the employee as well as back-payment of R7 317 107.

(v) The SACAA received legal summons on a claim for damages amounting to R30 333 211 from a passenger who was involved in an aircraft accident. The SACAA is defending the claim and has submitted its plea to the court through its appointed legal representatives. The SACAA is defending the claim.

Surplus funds

A request to retain accumulated cash surpluses as at 31 March 2025 will be submitted to the National Treasury when the audited annual financial statements for the year ended 31 March 2025 have been approved by the SACAA Board. If approved the accumulated surpluses will not have to be surrendered to the National Treasury. Historically the National Treasury has approved the retention of cash surpluses by the SACAA.

25. Related parties

Related party balances

Loan accounts owing (to)/by related parties

	2025	2024
South African Airways	(312 529)	75 925
Air Traffic and Navigation Services	2 434 020	1 962 402
Airports Company South Africa	(413 054)	(429 265)
Mango Airlines	(680)	(680)
	1 707 757	1 608 382

No expense has been recognised in the current period for the impairment of trade receivables in respect of amounts owed by related parties. The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. The Department of Transport either control or exercises significant influence over all entities listed as related parties.

Related party transactions

Purchases from/(invoices to) related parties

	2025	2024
Department of Transport (Accidents and Incidents Investigations Division)	(42 379 000)	(42 095 476)
Department of Transport (baseline adjustment)	(87 406 000)	(85 801 000)
Air Traffic and Navigation Services	(33 900 565)	(14 349 902)
Airports Company South Africa (licences)	(2 580 024)	(1 922 113)
Airports Company South Africa (rentals)	2 681 556	2 638 850
South African Airways	(46 487 697)	(31 590 886)
	(210 071 730)	(173 120 527)

Notes to the Annual Financial Statements

26. Member's emoluments

Executive Management

		2025					
		Salary	Medical Aid	Provident Fund	Performance Bonuses	Retention Bonus	Total
Ms GNB Khoza	Director of Civil Aviation	4 494 489	242 259	817 044	2 526 983	1 307 271	9 388 046
Mr AAA Seedat	Executive: Finance	2 587 630	218 241	490 821	1 002 315	785 314	5 084 321
Mr GH Bestbier (Early retirement 31 October 2024)	Executive: Aviation Infrastructure	1 933 905	33 954	431 515	1 107 061	887 687	4 394 122
Ms TP Masooa	Executive: Human Resources	2 440 834	234 114	466 749	944 258	746 799	4 832 754
Ms PI Gwebu	Executive: Corporate Services	2 085 259	132 048	385 320	801 511	616 513	4 020 651
Ms N Naraindath	Company Secretary	2 014 226	252 976	418 852	830 223	643 357	4 159 634
Mr LL Gqeke (Seconded to ICAO from 1 October 2023)	Executive: Aviation Security	2 786 431	157 902	518 025	1 020 831	828 840	5 312 029
Ms B Ndandani	Executive: Aviation and Legal Compliance	2 151 371	49 905	508 267	771 188	609 920	4 090 651
Mr SV Sotshede	Chief Audit Executive	2 563 476	84 933	462 855	982 102	740 569	4 833 935
Mr IT Thabethe	Executive: Accident and Incident Investigation	2 230 382	-	392 999	792 905	-	3 416 286
Mr EW Mataba (Deceased 31 May 2024)*	Executive: Aviation Safety Standards and Assurance	632 421	16 758	68 346	-	-	717 525
Mr JG Tshabalala	Interim Executive: Aviation Security	2 392 161	106 893	420 000	-	-	2 919 054
Mr D Khumalo (Appointed 8 April 2024)	Executive: Aviation Safety Operations	2 386 727	142 506	245 430	-	-	2 774 663
Mrs T Maphike (Appointed 1 February 2025)	Executive: Aviation Infrastructure	379 958	9 070	92 033	-	-	481 061
Dr L Bogatsu (Acting May & June 2024)	Executive: Aviation Safety Standards and Assurance	348 225	14 760	54 468	-	-	417 453
Mr N Nkabiti (Acting August 2024 and November 2024 to January 2025)	Executive: Aviation Infrastructure	608 114	22 136	95 258	408 455	-	1 133 963
		32 035 609	1 718 455	5 867 982	11 187 832	7 166 270	57 976 148

* Mr D Khumalo has been acting as Executive:Aviation Safety Standards and Assurance from 1 July 2024 to date.

Notes to the Annual Financial Statements

26. Member's emoluments (continued)

2024						
		Salary	Medical Aid	Provident Fund	Performance Bonuses	Total
Ms GNB Khoza	Director of Civil Aviation	4 333 874	216 936	763 593	2 118 697	7 433 100
Mr AAA Seedat	Executive: Finance	2 441 537	198 507	458 712	862 228	3 960 984
Mr SB Segwabe (Resigned 30 September 2023)	Executive: Aviation Safety Operations	1 288 396	67 812	201 723	-	1 557 931
Mr GH Bestbier	Executive: Aviation Infrastructure	2 696 727	70 200	691 345	973 295	4 431 567
Ms TP Masooa	Executive: Human Resources	2 337 161	198 601	436 214	791 082	3 763 058
Ms PI Gwebu	Executive: Corporate Services	1 944 504	121 536	360 112	648 805	3 074 957
Ms N Naraindath	Company Secretary	1 950 142	222 093	375 793	694 156	3 242 184
Mr LL Gqeke (Seconded to ICAO from 1 October 2023)	Executive: Aviation Security	2 589 134	146 178	484 135	864 614	4 084 061
Ms B Ndandani	Executive: Aviation and Legal	1 895 740	45 146	475 016	644 968	3 060 870
Mr SV Sotshede	Compliance Chief Audit Executive	2 391 824	86 508	432 575	753 007	3 663 914
Mr IT Thabethe	Executive: Accident and Incident	2 140 635	-	330 560	652 146	3 123 341
Mr EW Mataba (Appointed 1 June 2023)*	Investigation Executive: Aviation Safety Standards	2 067 569	97 758	363 935	388 776	2 918 038
Mr JG Tshabalala (Appointed 1 February 2024)	and Assurance Interim Executive: Aviation Security	379 219	17 448	70 000	-	466 667
Mr NH Smit (Acting from 1 October 2023 to 31 January 2024)	Acting Executive: Aviation Security	444 350	50 885	80 656	-	575 891
		28 900 812	1 539 608	5 524 369	9 391 774	45 356 563

*Acting Executive: Aviation Safety Operations from 1 April 2023 to 31 March 2024

Notes to the Annual Financial Statements

26. Member's emoluments (continued)

Non-executive Director's fees

2025

	Member's fees	Reimbursive Expense*	Total
Mr E Khosa	357 175	5 363	362 538
Mr S Sooklal	354 782	7 224	362 006
Mrs GB Koyana	325 242	8 691	333 933
Mr MTD Peege	334 079	16 891	350 970
Adv MA Lebakeng	324 032	22 060	346 092
Ms GZ Nkosi**	38 518	183	38 701
	1 733 828	60 412	1 794 240

2024

	Member's fees	Reimbursive Expense*	Total
Mr E Khosa	384 270	34 059	418 329
Mr S Sooklal	393 189	20 394	413 583
Mrs GB Koyana	388 554	25 617	414 171
Mr MTD Peege	261 247	32 702	293 949
Adv MA Lebakeng	279 336	10 768	290 104
Ms GZ Nkosi**	46 221	143	46 364
	1 752 817	123 683	1 876 500

Fees

*Reimbursive expenses are disclosed in terms of Treasury Regulation 28 (1) (4) of the PFMA as Reimbursive costs paid to Board members. The costs include flights, car hire, accomodation and travel costs for all meetings of the Board and its committees.

** Was re-appointed as a specialist Audit and Risk Committee member with effect from 1 June 2022.

27. Risk management

Capital risk management

The SACAA's objectives when managing capital are to safeguard its ability to continue as a going concern in order to provide return for its shareholder and benefits for its stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

The capital structure of the SACAA consists of cash and cash equivalents disclosed in note 3, and equity as disclosed in the statement of financial position.

As the SACAA is not exposed to debt, there is no meaningful debt to equity ratios, such as gearing ratio, to be disclosed. There are no externally imposed capital requirements.

There have been no changes to what the SACAA manages as capital. The strategy for capital maintenance or externally imposed capital requirements remained the same as in the previous year.

Financial risk management

The SACAA's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

27. Risk management (continued)

Management meets on a regular basis to analyse interest rate exposures and evaluate treasury management strategies against revised economic forecasts. Compliance with policies and exposure limits is reviewed by management on a continuous basis. Management believes that, to the best of its knowledge, there are no significant undisclosed financial risks.

Liquidity risk

Liquidity risk refers to the risk that the SACAA will encounter difficulty in meeting obligations associated with financial liabilities.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. The SACAA's current ratio of 3.2 times indicates that it will be able to settle its financial liabilities (payables and provisions) in the normal course of business.

The SACAA's risk to liquidity is a result of the funds available to cover future commitments. The SACAA manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and monitored on a monthly basis.

	2025	2024
Current assets	651 533 211	631 889 301
Current liabilities	202 352 023	170 354 102
Current ratio	3.2:1	3.7:1

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The SACAA is exposed to interest rate risk as it invests funds in the money market at floating interest rates. At 31 March 2025, no derivative financial instruments were used to manage the SACAA's exposure to interest rate risk.

The SACAA has adopted a policy of investing the majority of surplus cash in call account investments and the Corporation for public deposit as a means to safeguard and mitigate interest rate risk. The risk is further managed through the fact that the surplus funds are invested in reputable financial institutions and the Corporation for public deposit.

Credit risk

The SACAA is exposed to credit risk, which is the risk of financial loss to the SACAA if a counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors and other receivables. The SACAA only deposits cash with major banks and corporation for public deposit with high quality credit standing and limits exposure to any one counter-party.

Trade receivables comprise a widespread customer base. Management evaluated credit risk relating to customers on an ongoing basis. If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by management. The utilisation of credit limits is regularly monitored. Sales to retail customers are settled in cash or by credit cards.

Where management considered debtors to be impaired, a provision for doubtful debts was raised.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

27. Risk management (continued)

Financial assets exposed to credit risk at year end were as follows:

Financial instrument	2025	2024
Cash and cash equivalents	553 121 903	540 785 039
Statutory receivables less unallocated receipts	81 555 058	77 054 344
Security deposits	3 758 876	8 189 080
Accrued interest	38 258	821 913
Staff advances	259 100	230 993
Other receivables	23 000	104 184
	638 756 195	627 185 553

Default

Default occurs when:

a) credit limits are exceeded;

b) payments are not received within the approved period

In such cases the necessary collection measures were taken with due regard to the financial risk connected to a specific debtor account. Collection measures included handing accounts over to the Legal Department for follow-up.

As at 31 March 2025, the SACAA did not consider that any significant concentration of credit risk existed in the receivable book which had not been adequately provided for.

The table below provides an analysis of credit risk exposure inherent in the loans and receivables book at the year-end reporting dates, reconciled to the carrying value of net trade receivables as reported in note 4 and 5.

2025	Direct charges	Indirect charges	Total
Current balances	724 661	60 999 103	61 723 764
Overdue balances	9 195 985	12 318 797	21 514 782
Subtotal	9 920 646	73 317 900	83 238 546
Impairment provision	(2 899 408)	(10 820 669)	(13 720 077)
	7 021 238	62 497 231	69 518 469

2024	Direct charges	Indirect charges	Total
Current balances	634 640	53 804 262	54 438 902
Overdue balances	5 821 419	18 321 833	24 143 252
Subtotal	6 456 059	72 126 095	78 582 154
Impairment provision	(3 919 493)	(10 820 669)	(14 740 162)
	2 536 566	61 305 426	63 841 992

Definitions

Direct charges include regulatory fees and calibration fees.

Indirect charges include passenger safety fees and fuel levies.

Business rescue/liquidation

As soon as it becomes known that a debtor has been placed into business rescue, provisional liquidation/sequestration or has been placed into final liquidation/sequestration, the credit facility is automatically revoked. Interest is charged from the date of last payment to the date of final liquidation/sequestration and the debt is provided in full as irrecoverable.

Notes to the Annual Financial Statements

Figures in Rands	2025	2024

27. Risk management (continued)

Foreign exchange risk

The SACAA incurs currency risk as a result of expenses in foreign currencies, hence exposure to exchange rate fluctuations arises. The foreign currency in which the SACAA primarily deals is the US Dollar. No forward cover is taken out for these transactions. Management considers the foreign currency risk to be insignificant.

28. Going concern

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.
Management is of the view that the SACAA will continue as a going concern for the foreseeable future as it has sufficient available reserves currently as well as financial support from its Executive Authority, the Department of Transport for the next three financial years. Conditions in the aviation industry continue to improve.

29. Events after the reporting date

The Board is not aware of any significant events that occurred after the reporting date that were not adjusted or disclosed in the annual financial statements. Furthermore, and except for the matters referred to in the going concern paragraph, management is not aware of any circumstances that exist that would impede the SACAA's ability to continue as a going concern.

30. Irregular expenditure

	2025	2024
Add: Irregular Expenditure - current	53 315	-

The irregular expenditure in the current period related to non-compliance to SCM policies, procedures and prescripts.

31. Budget variances

Material differences between budget and actual amounts

The material variances between actual and budgeted above 5% or in excess of R2 million can be explained as follows:

Interest revenue

Interest revenue of R45 059 475 is R3 115 808 lower than budget of R48 175 283 due to increased spending because of higher activity levels compared to the prior year, whilst still maintaining cost containment. Interest rates were also reduced during the year.

Other revenue

Other revenue of R5 085 204 is R3 305 810 more than budget of R1 779 394 due to the realisation of debtors credit balances that have prescribed.

Gain on foreign exchange

Gain on foreign exchange of R116 920 was not included in the budget.

Passenger safety charge

Passenger safety charge of R602 718 352 is R8 448 600 lower than budget of R611 166 952 due to lower than expected passenger numbers and the delayed fee increase of 4.9% from R29.33 to R30.77 that was only effective from 1 October 2024.

Notes to the Annual Financial Statements

31. Budget variances (continued)

Fuel Levy

Fuel levy of R29 626 661 is R4 284 695 lower than the budget of R33 911 356. We received a claim amount of R7 230 210 in the current financial year for over-declaration of fuel levy. Severe supply shortages in aviation fuel were noted as well as a decrease in declared fuel volumes to cargo, charter and general aviation clients.

Personnel costs

Personnel costs of R654 409 760 is R11 409 126 lower than the budget of R665 818 886 due to timing differences between resignations and vacant positions being filled during the year.

Operating Expenses

Operating Expenses of R269 216 566 is R2 092 526 higher than the budget of R267 124 040 mainly due to increased expenditure on insurance, legal fees, repairs and maintenance, software expenses and telephone & cellphone expenditure. This was largely offset by savings in training, public relations and aircraft operating cost.

Lease rentals on operating lease

Lease rentals on operating lease of R33 029 572 is R2 968 835 lower than the budget of R35 998 407 due to the straight line adjustment as a results of changes on the current lease period.

Debt impairment and Bad debts written off

Debt impairment reversal of R1 020 085 and Bad debts written off of R1 661 981 was not included in the budget.

Gain on disposal of assets

Gain on disposal of assets of R473 046 was not included in the budget.

Changes from the approved budget to the final budget

The changes between the approved and final budget are a consequence of reallocations within the approved budget parameters. These adjustments and reallocations were necessary to align the budget with business needs.

32. B-BBEE Performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

SACAA

SOUTH AFRICAN CIVIL AVIATION AUTHORITY

Keeping you safe in the sky

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Designed and Printed by:
Milk Brown Design and Communications