



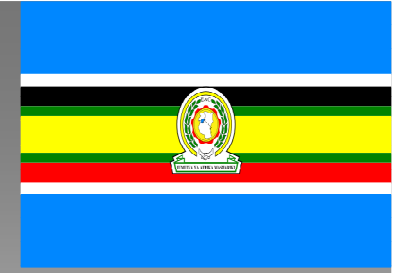
Symposium on Regional Aviation Safety Agencies Livingstone, Zambia, 13-15 July 2009

Establishing a Regional Aviation Safety Agency (RASA): “behind the scene” problems and solutions

The East African Community Experience

By: Eng Ladislaus E. Matindi





Getting Started

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



- **A process for establishing RASA – reflection of experiences.**
- **It is about the desired end results as stipulated in ICAO Doc 9734 Part B”.**
- **A set of best practices from different agencies.**
- **Different experience from one agency to another.**



Making the First Move

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



- A response to the outcomes of the initial assessments/audits by the ICAO between 1996 and 99.
- Negotiating the establishment of CASSOA – was already fixed in the EAC Treaty.
- EAC/ICAO project in the form of a study funded by the European Investment Bank (EIB) in a soft loan advanced to the Partner States.
- The main “behind the scene problem” - approach seemed lengthy and does not give value for money.
- Solution - change the approach.
- New approach - Use internal resources and the technical assistance from the USA FAA under the Safe Skies for Africa (SSFA) Programme.



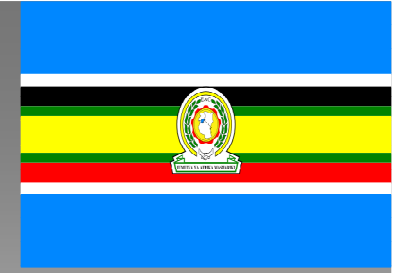
Making of the Agency

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



- EAC decision to change the approach - there were a number of problems behind the scene
- Releasing of few experts we have for a long period - **created human resource shortage.**
- Committing scarce financial resources to the making of the agency — **extra expenditure in their budgets.**
- Commitment of other stakeholders to the making of the agency process – **what are the benefits.**
- **Solution** - commitment of CAAs and Airports Authorities in the creation of CASSOA.



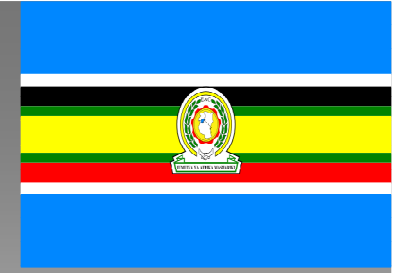
Propelling the Agency

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



- **Selling the agency to stakeholders** – extra costs to be incurred by stakeholders in support of the existence of the agency
- **Ratification of CASSOA Protocol by the Partner States** – Partner States legislative structure but we should not also play down the wariness of the Partner States in ratification of the Protocol.
- **Fitting the agency into the EAC structure** – a new experience - self accounting agency.
- **Funding the Agency** – Partner States commitment to fund CASSOA through the CAAs during the initial start-up.



Keeping the Agency Standing

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



- **Defining the mandate – CASSOA's mandated**
- **Funding of CASSOA – sources of finance**
- **Behind the scene problems – CASSOA's funding structure and activities from which CASSOA can generate funds/revenue**



Facing the future

July 2009

Establishing a Regional Aviation Safety Agency (RASA):
"behind the scene" problems and solutions



Transition – a five-year medium term Strategic Plan.

The future - the Agency's Five Year Strategic Plan and Organization Evolution Plan.

