Office National Des Aéroports

المـكـتـب الـوطـنـي للـمـطـارات

Transformation Plan
ENVOL 2025

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A WORD FROM THE CEO

My Team and I are proud to unveil in these pages the contents of our 2021-2025 Strategic Plan, which depicts the major orientations that will guide our decisions and actions for the coming years.

The development of this Strategic Plan is the result of collective and collaborative work between the various BUs of our Organization, which highlighted the specific expertise of their teams and which also led to the collective choice of the label: *Envol 2025 (Take-off 2025)*.

A precise diagnosis of the internal and external environments was taken into consideration, taking into account the new context in which we are now evolving.

It takes into account important issues such as the new normal in the airline industry and the continued acceleration of technological shift. It also builds on the ONDA's achievements over the past few years. These accomplishments have contributed greatly to making our organization even more efficient and have enabled it to play an even more strategic role in the national economy.

Thus, while responding to the new normality of the air traffic sector, ONDA will continue to build on its strengths and maintain its efforts to continue its participation in the economic development of our country and its outreach.

We will also continue to improve our organizational performance, including the development of a culture of Data Optimization and Exchange that will enhance our operational and decision-making processes, as well as an increased focus on the development and well-being of our employees.

I am convinced that this Strategic Plan will enable us to achieve our ambition:

➤ We aspire to become a global, customer-focused operator, delivering the highest international standards in air navigation services, airport development and operations, while adapting to national and local issues in every single site.

➤ We aim to make our airports lively places that embody in the eyes of visitors the very identity of the region where they are located, and that allow their economic and tourism players to shine beyond their borders.
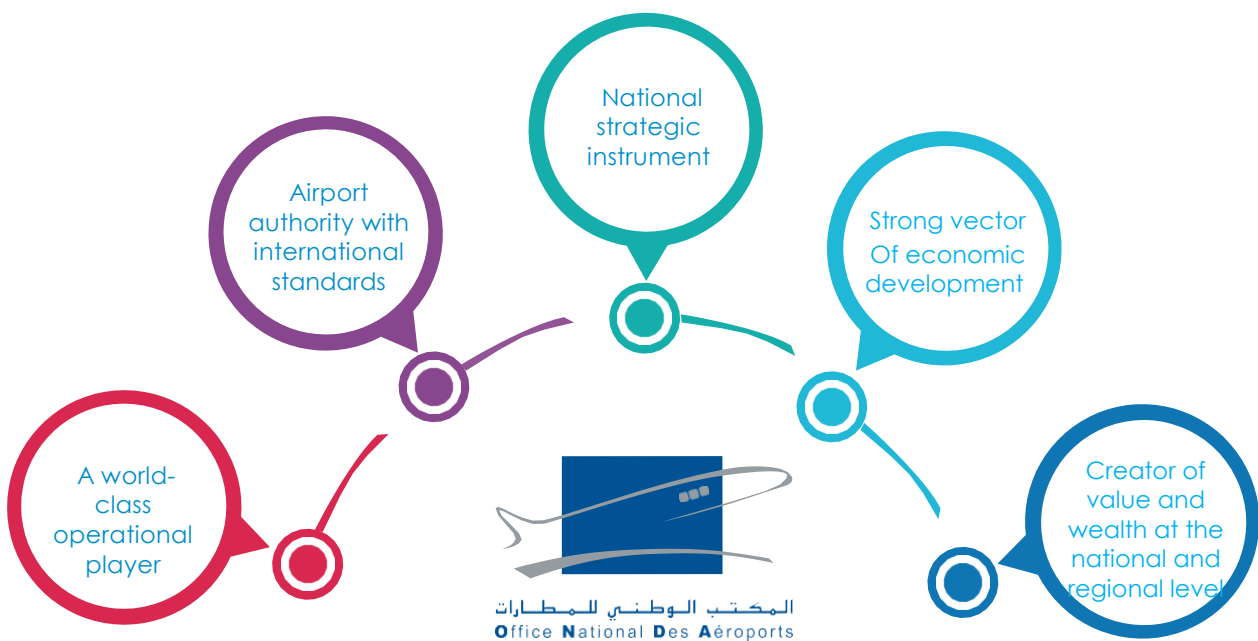
CEO
Habiba LAKLALECH

OUR INSTITUTION: PROFILE

A strategic national instrument and a key player in the transport sector, the Moroccan Airports Authority (ONDA) is in charge of the Kingdom's airspace and manages **25 airports**, of which are **19 international airports**. Moroccan airports have an annual capacity of **40 million passengers**.

As a strategic link in the economic development chain, ONDA must meet international, national and regional requirements and expectations.

In addition to being the hub of air transport, ONDA is a value and wealth creator, and contributes to the economic and social development of Morocco.

National
strategic
instrument

Airport
authority with
international
standards

Strong vector
Of economic
development

A world-
class
operational
player

Creator of
value and
wealth at the
national and
regional level

المكتب الوطني للمطارات
Office **N**ational **D**es **A**éroports

OUR MISSIONS

As manager of the national airport infrastructure and air navigation services, ONDA has the following missions:

- To Plan maintenance operations and development of air traffic airports.
- To manage the air navigation facilities and the implementation of means for air traffic control.
- To Process passengers, air cargo as well as all services dedicated to users satisfaction.
- To develop linking with international organizations and airports to meet the needs of air traffic.
- To operate of certain projects and services that may grant to other partner's needs.
- To provide high level education in civil aviation (in civil aviation, controllers and electronics) and airport operations management fields.

OUR VALUES

Our core values guide our behavior and serve as a foundation for the decisions we make. In everything we do at ONDA, we adopt and embody the following values:

Respect:

Act in consideration of, courtesy, honesty with, listening actively to and respecting the others.

Team spirit:

Work together for a collective success in all transparency and with particular care to maintaining the dignity and the personal life of the collaborators.

Transparency:

Avoid any form of opacity in daily actions.

Loyalty:

Behave at all times towards ONDA in a loyal and diligent manner that protects its interests.

Integrity:

Behave honestly and fairly and treat your employees and partners equally.

Responsibility:

Perform our duties with loyalty, professionalism, efficiency, effectiveness and objectivity.

Excellence:

Always be part of the performance quest and cherish the exemplary management.

These values must integrate the major issues that ONDA will have to face with the necessary agility to meet the challenges ahead.

OUR AMBITION

In an environment marked by uncertainty and doubt, it is important to unite all our staff and partners around a common ambition for ONDA's future.

Our Ambition:

"We aspire to become a global, customer-focused operator, delivering the highest international standards in air navigation services, airport development and operations, while adapting to national and local issues in every single site.

We aim to make our airports lively places that embody in the eyes of visitors the very identity of the region where they are located, and that allow their economic and tourism players to shine beyond their borders."

In other words:

ONDA: Global Operator complying with the Best International Standards

- Continental/Global Outreach;
- Export the expertise and know-how of ONDA abroad;
- Capitalize on synergies from the joint management of air navigation, airport operations and development, as well as training activities;
- Raise the performance level through its openness to the world.

ONDA: Customer-Oriented

- Know the customer typology and design services and infrastructures that meet the needs of each segment;
- Increase the level of commitment of every stakeholder in the passenger handling processes;
- Listen to - and hear – the passengers needs in order to anticipate and meet their expectations; Promote
- "Customer-Centricity" internally.

Airports in the Kingdom: Moroccan-style living spaces

- Embody the identity of the territory where the airports are located;
- Contribute to a global outreach of our territories our economic and tourist actors.

STRATEGIC AXES 2021-2025

Envol **2025** Plan will allow us to consolidate several initiatives deployed in recent years and to define new ambitious and mobilizing objectives for the short, medium and long term, taking into account the issues arising from the COVID-19 pandemic.

Short term

- **Manage successfuly the Marhaba operation** by controlling the processing time of arriving passengers in all the Kingdom's airports

- **Improve CMN's skytrax rating from 3* to 4*** before the end of the year, while ensuring the best safety and security conditions.

2025 Outlook

- **Complete our digital transformation** by guaranteeing a compliance rate of min. 95% with national information security guidelines.

- **To complete our transformation into a public limited company** in accordance with the legal provisions, generating more turnover and results, aeronautical and non-aeronautical activities, compared to 2019.

- **Transforming the air navigation activity** from a cost center into a **profitable business model**, while maintaining the highest safety and security standards.

2035 Outlook

- **Our major airports must be included in the Skytrax ranking of the 100 best** airports in the world in terms of Service Quality.

- **The ONDA will have to be among the first providers of air navigation services** at the regional and continental level.

> **To achieve these objectives, five strategic areas have been identified for the 2021-2025 period**

➤ Prepare for the new normal
➤ Strengthen the level of cooperation with all the players in the ecosystem
➤ Innovating in services and infrastructure for sustainable growth
➤ Encouraging operational and environmental excellence in the best safety and security conditions
➤ Open up more to the world and make known the Moroccan nature of ONDA

These axes have been broken down into about a hundred projects grouped into 10 major themes.

Envol 2025: Themes and Projects

ENVOL 2025

Airport Capacity Development

Title	Description
Carry out Tangier Airport extension and redevelopment project	�ణ Upgrade existing infrastructure; ➣ Improve quality of service; Support the development of tourism in the region; ➣ ➣ Upgrade safety and security equipment of air navigation; ➣ Accompany the passenger traffic growth.
Carry out the extension and redevelopment project of Marrakech Airport	➣ Upgrade existing infrastructure; ➣ Improve quality of service; ➣ Support the development of tourism in the region; ➣ Upgrade air navigation safety and security equipment; ➣ Support the increase in passenger traffic.
Modernize the air cargo infrastructure of Tangier and Casablanca airports	➣ Modernize the air cargo infrastructure at the airports of Casablanca and Tangier; ➣ Support the development of freight traffic at airports.
Carry out the project of extension and redevelopment of Agadir Al Massira Airport	➣ Upgrade existing infrastructure; ➣ Improve quality of service; ➣ Supporting the development of tourism in the region; ➣ Upgrade the safety and security equipment for air navigation; ➣ Accompany the growth of passenger traffic.
Develop Tetouan Airport	➣ Accompany the growth in passenger traffic to handle 300,000 passengers by 2040; ➣ Ensure the safe handling of the B747-800 aircraft; ➣ Ensure the processing of VIP flights; ➣ Develop ARFF facilities to comply with current regulations.

Airport Capacity Development

Title

Description

Develop Dakhla Airport

- Accompany the growth of passenger traffic;
- Allow for passenger traffic to reach 1,000,000 by 2040;
- Accompany the growth in cargo traffic by building a cargo terminal that can handle two cargo planes simultaneously;
- Build an aerodrome for official flights;
- Ensure the handling of B747-800 aircraft;
- Support the development of tourism in the region.

Develop Al Hoceima Airport

- Upgrade the aeronautical infrastructure to handle the B747-800 aircraft;
- Ensure compliance with air traffic control regulations by building a new control tower;
- Develop ARFF (Aircraft Rescue Fire Fighting) facilities to comply with current regulations.

Develop the central zone at the Casablanca Mohammed V airport

- Accompany the growth of passenger traffic;
- Guarantee a better quality of service to airlines and passengers, in accordance with international standards;
- Have a common arrival area located between the 2 terminals (T1 and T2);
- Have airport resources allowing the processing of passengers in the best conditions.

Build the new terminal of the Rabat/Salé airport

- Provide the capital of the Kingdom with a modern
- infrastructure; To handle 4 million passengers per year by 2040;
- To set up the latest generation of airport equipment; To meet international
- norms and standards in terms of safety, security and quality of service.

Obtain ICAO certification for yet non-certified A and B airports

- Meet international requirements and best safety practices for Category A and B aerodromes.

Air Navigation Development

Title

Renew radar detection equipment in Oujda, Tan-Tan, Marrakech, El Jadida & Casablanca

Install ADS-B stations at Essaouira, Nador and Rabat

Strengthen the VHF radio coverage in the Casablanca FIR

Update the ONDA-FRA Framework Cooperation Agreement -air navigation component-

Implement a Computerized Maintenance Management System (CMMS) for the CNS equipment fleet of the Air Navigation

Reduce and implement the radar horizontal separation standard from 10NM to 7NM

Description

➤ Guarantee the availability of surveillance data to ensure air navigation safety in the Casablanca FIR (Flight Information Region).

➤ Ensure 100% availability of monitoring data;
➤ Reduce grey areas as much as possible.

➤ Improve the availability of CNS services in terms of radio communication;
➤ optimize the cost of transmission media.

➤ Have a framework agreement integrating all the fields of FRA-ONDA cooperation and taking into account ONDA's strategic orientations.

➤ Optimize the planning of preventive and corrective maintenance actions;
➤ Reduce the fixed assets related to CNS equipment and systems;
➤ Streamline the costs related to spare parts inventories and improve the efficiency of purchases related to the operation of the CNS fleet.

➤ Increase airspace capacity and utilization rates schedule of the runway systems of the concerned airports.

Air Navigation Development

Title

Description

Install and commission a surface radar for the automation of ground movement control in Casablanca Mohammed V and Marrakech airports.

- Improve safety and air traffic flow;
- Prevent runway incursions;
- Increase of the runway system capacity;
- Accelerate and fluidize ground traffic;
- Eliminate hot spots and shadows on the movement area;
- Guide aircraft and vehicles in reduced visibility conditions.

**Implement the "FRA" concept in the Casablanca FIR/UIR - Casablanca and Agadir CTA**

- Align with ICAO Global Air Navigation Plan (GANP) guidance;
- Reduce congestion on major roads and at busy intersections;
- Enable users to follow optimal trajectories by reducing constraints related to permanent configuration, flight length, fuel consumption and related emissions.

Centralize the Agadir Al Massira approach control center at the Agadir ACC

- Save investments related to the renewal of the AMS system at Agadir Al Massira airport;
- Redeploy the RINAM transmission equipment located at the Agadir Al Massira airport.

Approve the *CIR En route* from Casablanca

- Approve the *CIR En route* Casablanca as an operational training organization;
- Approve the instructors and examiners:
- Supervision and control of the training system by the tutelage

List of projects
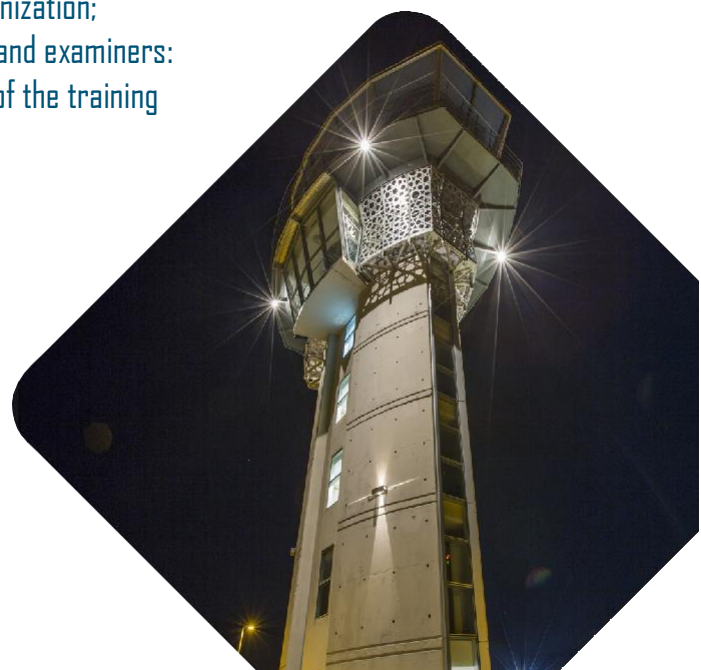
Development of Air Navigation

Implement the PBN plan

- Equip all thresholds with PBN procedural instruments;
- Transform upper airspace routes into PBN routes;
- Restructure airspace associated with airports (five Airports);
- Create airspace associated with uncontrolled airports (four Airports).

Centralize the Mohammed V approach control center at CCR Casablanca

- Save investments related to the renewal of the AMS system at the Mohammed V airport.

Build a new technical block for the control tower of the Casablanca Mohammed V airport

- Have a tower that complies with the applicable standards;
- Improve operational performance;
- Allow the installation of new communication and monitoring equipment and systems.

Establish a Security Operations Centre at the ANP.

- Protect assets related to CNS/ATM systems from intrusions and cyber-attacks;
- Eliminate the discrepancies raised by the DGSSI audit to comply with national regulations.

Marketing & Sales

Title

Description

Develop a new commercial brand and transfer the visual identity and branding

- Provide ONDA with a new commercial brand;
- Clarify and strengthen the company's communication by giving it a new visual identity;
- Reflect the ONDA DNA as a modern, transparent and technologically advanced company;
- Change the positioning of ONDA;
- Facilitate external identification;
- Establish, nourish and deepen a true sense of belonging to the company for all employees who share the same banner and common values.

Overhaul airport recharges and fare incentives

- Establish the basis for airport charges in accordance with ICAO requirements;
- Establish a new tariff incentives system.

Undertake a redesign of the extra aeronautical pricing

- Set a new Pricing Basis for state fees that is in line with national and international best practices
- Develop an alternative commercial royalty model based on entrance fees, MAG per PAX, etc.

Redesign and modernize the ONDA website and develop sites for Casablanca and Marrakech

- Have a powerful and evolving Internet website that clearly showcases:
  - Airports and related services with dedicated sites for some airports (CMN/RAK/...)
  Corporate/institutional

Marketing & Sales

Title

Description

Implement the "FBO Program": CMN, VIL, TNG & AGA

- Ensure the satisfaction of Business Passengers;
- Realize non-scheduled aviation terminals.

**Design a book on the history of Moroccan airports**

- Highlight airports, their history, development and past achievements;
- Put forward the expertise of ONDA in the field of airports construction facilities and their management;
- Develop an internal sense of pride in belonging to a thriving, constantly evolving organization;
- Have a beautiful promotional support towards the national and international public and private prescribers;
- Have a book that documents and archives the history of the airports;
- Promote and enhance airport development achievements.

Define a new marketing and sales policy for ONDA and develop an action plan

- Have a new marketing and commercial policy aligned with the new strategy of the Moroccan Airports Authority;
- Diversify ONDA's sources of revenue/ Develop robust models that are more resistant to the vagaries of air transport;
- Proceed to the concentration and densification of extra aeronautical activities;
- Enhance the value of the ONDA's land holdings.

Launch new high value-added services for passengers and ONDA

- Position Moroccan airports among the best international airports;
- Have the adapted services by airport;
- Improve passenger satisfaction and experience .

Develop new airlines

- Promote the connectivity of the Moroccan Airports;
- Recover the air routes that were cut off due to the pandemic;
- Develop new routes and additional frequencies.

Envol 2025
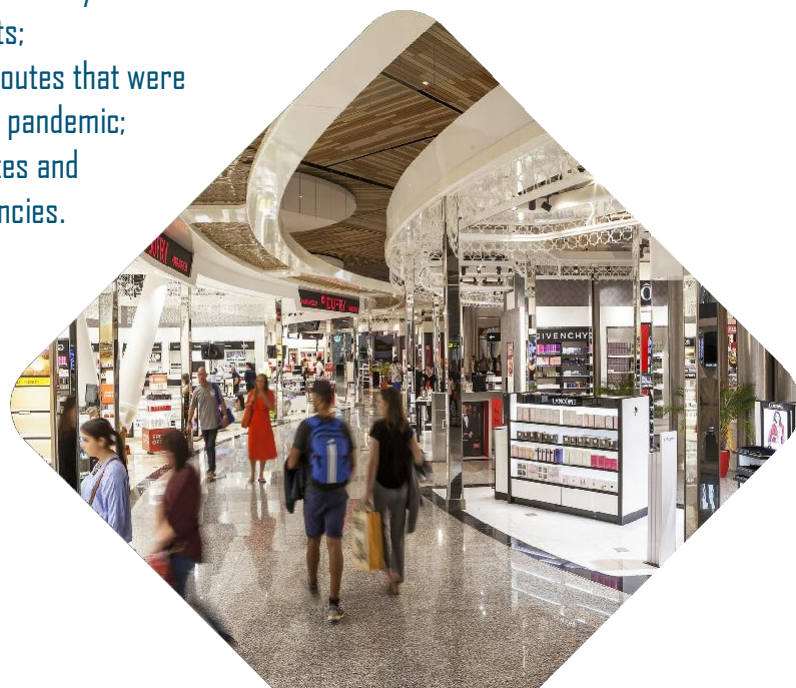
Organization and Process

Title

Description

Ensure the review of ONDA's process map (Processes & interactions, input and output, sequences of activities and interactions)

- Improve the effectiveness and efficiency of processes to achieve planned results;
- Better control interactions and cross-functional processes and improve the overall performance;
- Delineate the perimeters of responsibility according to a process approach.

Strengthen the internal control system (risk mapping, procedure manuals, audit)

- Have a risk map according to the new process map;
- Have new procedure manuals that meet the organization and its objectives;
- Achieve a 100% completion rate of corrective actions;
- Obtain COSO (or IFACI) certification.

Transform the Marrakech airport into a BU, then deploy this organization at the level of the major airports

- Improve the operational and financial performance of major airports and ONDA;
- Improve the quality of service offered to the passenger.

Design and deploy the Lean Management process in a perspective of Opex reduction and Capex optimization

- Reduce processing times;
- Reduce Opex and optimize Capex.

Design a new purchasing policy and procedures manual

- Reduce the purchasing process experience end-to-end;
- Optimize the purchasing costs;
- Ensure the required quality of services;
- Monitor the performance of purchases and service providers.

Organization and Process

Organize physical archives and dematerialize document management

- Implement a solution for the management of physical and electronic archives;
- Streamline public records management and bring it into legal compliance.

Strengthen management functions (strategic plan, PMO, management control, budget processing)

- Ensure ONDA's targets and objectives are met and the realization of its strategic projects;
- Achieve the budgetary objectives of ONDA.

Prepare the revision of awarding rules of concessions after the transformation into a limited company

- Ensure regulatory compliance with the new texts for the creation of the Limited (Liability) Company;
- Have a tool that allows the achievement of performance objectives: improvement of concession award times, improvement of occupancy rates, minimization of void tenders, etc.

Move from *a priori* control to accompanying control

- Assess the reliability and effectiveness of the internal control and information system with a view to a successful transformation into a PLC;
- Improve the overall (organizational, financial, accounting and administrative) performance of the Office by migrating to accompanying control that is results-based (in line with the new economic development model and the latest 2016 Court of Auditors report on PEAs "contractualization").

Digitalization and Automation of the Customer Experience and Processes

Title

Description

Develop a Mobility solution (and other user services) accessible on smartphones. (Rabat pilot project)

- ➤ Give passengers access on their smartphone to: flight schedules, means of transport available at a given airport, frequency of transport, services available, prices charged. The application should also offer links to possible reservations (car rental, parking...);
- ➤ Provide personalized information according to the airport zone and according to the evolution of flights;
- ➤ Tracing passenger routes.

Digitize the data exchange process with stakeholders to facilitate airport operations (Concept A-CDM) – Mohammed V Airport

- ➤ Implement an integrated information sharing and decision support system between terminal operations stakeholders;
- ➤ Master the supervision of airport operations.

Digitize the processes of data exchange and allocation of airport resources

- ➤ Improve the passenger experience;
- ➤ Optimize airport capacity;
- ➤ Reduce operational costs by improving flexibility and availability of service levels required by the airport business;
- ➤ Deploy a global integration platform and AODB database that will allow centralized and secure access to all airport information and an RMS airport resource planning system.

Carrying out a Touchless pilot project (digitization of the passenger's experience) at the future terminal of Rabat.

- ➤ Develop a digitalized approach to the passenger experience to enable a:
  - Touchless journey: less physical contact throughout the passenger processing journey;
  - Smoother process: faster processing with less waiting time.

Digitalization and Automation of the Customer Journey and Processes

Title

Description

Generalize the CMMS tool at ONDA

- Improve the productivity and reliability of airport equipment and facilities;
- Improve control of the equipment maintenance process (measurement, analysis and decision support);
- Improve of the internal work coordination (maintenance technicians) and external (subcontractors, manufacturers, control offices, etc.) stakeholders;
- Automate the spare parts inventory management and the triggering of replenishment alerts to avoid stock-outs.

Set up a supplier portal (invoice deposit, etc.)

- Control and improve payment times;
- Set up an interactive platform for electronic invoices filing by ONDA suppliers;
- Enable ONDA departments to monitor suppliers payments progress;
- Allow suppliers to follow the progress of their invoices in real time in full transparency.

Digitize the purchasing process: Procure-to-pay

- Automate the end-to-end *procure-to-pay* process (online access to ONDA calls for tenders, reception and processing of suppliers' requests, electronic submission of bids, bids assessment, contracts signing, submission of invoices, liquidation, ordering and payment of invoices, evaluation of suppliers and benefits);
  - Reference ONDA suppliers online.

Portail fournisseurs

Digitalization and Automation of the Customer Journey and Processes

Title

Description

Set up a Digital Factory

- Institutionalize a thinking entity, which designs, programs, develops and tests physical processes on a digital medium in order to integrate them into the ONDA's management mode;
- Create a culture that fosters collaborative work, creativity and innovation;
- Instill new agility-based working methodologies;
- Reduce the delivery time of digital solutions in an incremental and imperative way;
- Benefit from in-house expertise to shorten iterations between Developers and Customers;
- Optimize connectivity between stakeholders to meet the needs of internal and external customers;
- Appropriate digital products designed and developed according to the specific needs of ONDA's business processes.

Ensure cyber security and protection of sensitive sites

- Ensure the security of ONDA's IT systems;
- Provide airports with physical security systems capable of meeting security requirements;
- Comply with national and international cyber security regulations;
- Implement operational repositories of physical security in airports and update the existing repository.

Human Capital

Title

Description

Design and implement the necessary systems for Management by Objectives "MBO"

- Have a MBO system covering all ONDA structures capable of aligning individual objectives with the Office's strategic orientations;
- Decline the strategic objectives into operational and individual objectives and ensure overall consistency;
- Design a fair performance compensation tool based on the collective and individual performance of employees;
- Combine involvement, skills, performance and remuneration;
- Improve employee motivation.

Develop the new values and code of conduct charter

- Have a common frame of reference for relationships and behaviors (between employees, between employees and the company, between colleagues/company and the outer world) adapted to the new challenges;
- Promote, on a daily basis, the culture of the company through the to-be-adopted values and behaviors and prevent any unethical conduct or act;
- Give the organization a common identity that is fixed and formalized;
- Contribute to the construction of an external and internal brand image;
- Have a "Values Charter" that brings us together and resembles us;
- Integrate the notion of ethics at all levels.

Implement human resources management tools

- Have a harmonious and homogeneous staff statute, preserving the rights as provided in the current statute and its various amendments;
- Revise, revisit, improve and complete the HR procedures reference system with a view to effectiveness and efficiency;
- Align HR practices with new strategic requirements and ensure overall consistency.

Human Capital

Title

Description

Implement tools for the management, control and optimization of the "DOPE" workforce

- Implement an evolving control and decision support tool for an efficient management;
- Set up an anticipated planning of the human resources that takes into account the specificities and the constraints of operation of the various services;
- Define a reference of the manpower (optimal manpower by LoB and by entity) while being based on predefined bases (standards, criteria...);
- Identify additional multi-year staffing needs (nature of activity, field, occupation, jobs ...);
- Establish an action plan to meet the needs in terms of recruitment, redeployment, training and retention....

Carry out an audit and an organizational overhaul of the ONDA

- Have a modern organization in line with the implementation of the strategic objectives;
- Adapt the organizational structure of the Office to the new challenges and to the evolution of its environment;
- Increase synergy, efficiency and effectiveness and improve performance;
- Redesign job descriptions to include new areas of responsibility and performance criteria.

Set up, deploy, implement and readjust the Continuing Education Master Plan 21-25

- Strengthen business skills that require a high level of specialization to carry out our missions (navigation, operations, infrastructure, commercial, IT, etc.);
- Support employees in getting more agile and innovative skills in harmony with technological developments and the requirements of the new normality;
- Develop soft skills for everyone through training related to the development of behavioral and relational skills, particularly in the areas of communication, leadership, innovation, relational agility, emotional intelligence, persuasion and negotiation, interpersonal conflict management, storytelling, design thinking and agility 4.0;
- Promote interdisciplinary training through support training in various aspects: regulations, project management, administrative and financial management, human resources, office automation, etc;
- Encourage skills increase via certification training (Tranair plus, PMP, Green belt, etc.);
- Promote innovation and support change (blended learning, national and international partnerships, *learn-by-doing*, etc.).

Human Capital

Implement a Succession and Management Plan for the Recovery of Key Positions

- Have a plan of anticipation and management of human resources (succession plan) to ensure organization continuity, its effectiveness and its operation and thus ensure continuity;
- Build pools of high-potential candidates (most promising Executives) ready to fill key positions and plan the development of their skills;
- Implement a knowledge transfer strategy;
- Have an effective and transparent talent management system (Talent Management);
- Establish and implement a support and development plan for potential replacements (training, mentoring, etc.).

Design and implement a Knowledge Management System (KM) "CMS"

- Identify and map the Board's knowledge and skills;
- Have a schema of the Board's transactional memory (who knows what, how, where and when?) ;
- Facilitate direct and easy access to knowledge;
- Develop individual and collective skills and manage the transmission of key knowledge;
- Transform individual knowledge into organizational knowledge;
- Improve knowledge sharing and transfer;
- Design a KM support model (technical-functional);
  Establish and promote a "KM culture".

Quality, Certification and Sustainable Development

Title

Description

Enroll airports in ACI's ASQS program

➤ Improve Passenger Satisfaction Criteria (ASQS) to achieve an overall Passenger Satisfaction Index of 4.5/5 for all registered airports;

Design and deploy an energy efficiency program

➤ Reduce the Moroccan airports' energy bills;

Implement a policy of renewable energy

➤ Reduce the airports' carbon footprint;

Design and deploy a Waste Management program

➤ Process and recover airport-generated waste.

Develop a CSR charter

➤ Formalize the ONDA's social commitments to its employees through the implementation of a CSR charter.

Renew the Airport Health Accreditation (AHA) of accredited airports

➤ Reassure airport users of the COVID 19 pandemic;

➤ Comply with international airport best practices in the face of the COVID pandemic 19 ;

➤ Involve interested parties in the process.

Implement tools and devices for the management of passenger flows

➤ Reduce passenger dwell time;

➤ Improve the quality of passenger processing;

➤ Optimize the resources allocated to passenger processing;

➤ Build a database of information on travel and dwell time by airport area.
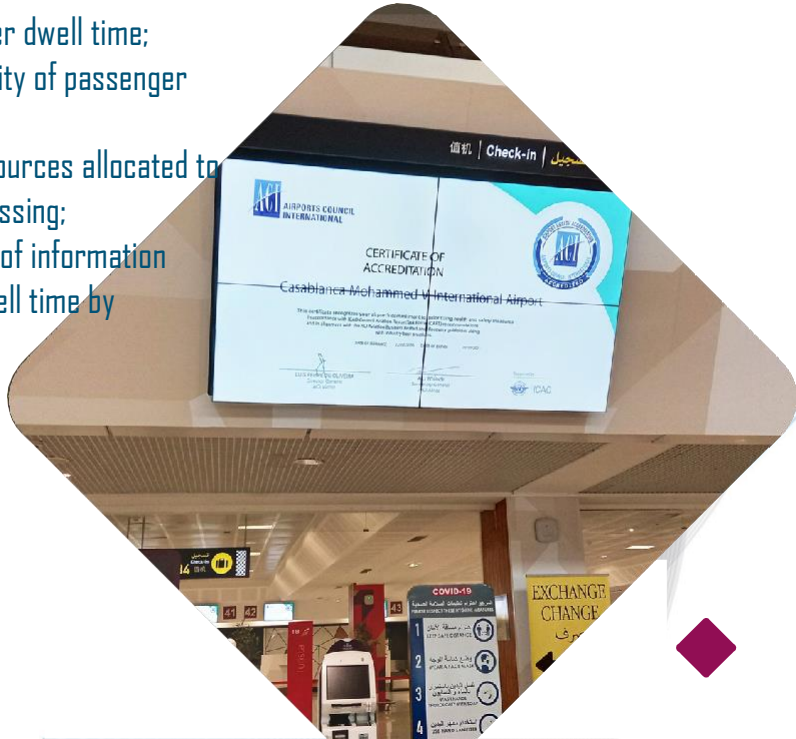
Quality, Certification and Sustainable Development

Title

Description

Enroll Casablanca Mohammed V airport in the SKYTRAX audit program

Improve Skytrax audit criteria to achieve a 4-star rating.

Develop and get the stakeholders to adhere to a global quality charter and implement the related action plans

- Act jointly for the continuous improvement of passenger satisfaction;
- Ensure better coordination between the various actors in the air transport value chain through the implementing of all necessary systems, as part of the framework of a common reference system for overall quality;
- Set up a system for indicators measurement, service quality assessment and monitoring in Moroccan airports.

ISO certification: renew the Quality, Environment and Health & Safety at work of the certified sites

- Continuously provide services that comply with applicable requirements in terms of quality, environment and health and safety at work;
- Seize opportunities to improve customer satisfaction;
  Involve interested parties in the process.

Implement EMS at Nador & Ouarzazate airports

- Protect the environment by eliminating or mitigating negative environmental impacts;
- Communicate environmental information to relevant stakeholders.

Accreditation of ACI ACA registered airports (CMN, RAK, RBA and OUD)

- Inventory and establish a GHG reduction program;
- Renew the carbon accreditation of Casablanca and Marrakech;
- Obtain ACA level 1 accreditation for Rabat and Oujda airports.

Sanitation and Heritage Development

Identify ONDA's marketable land holdings

Identify the status of marketable land;

Constitute the basis for the elaboration of a master plan for the development of the land heritage.

Develop a plan to enhance the value of land and real estate activities

Increase the share of real estate (land) development activities in ONDA's turnover.

Identify and clean up 100% of ONDA's commercial property

Classify and secure the ONDA's land holdings by category of operation.

Develop logistics zones (at the Casablanca and Tangier airports)

Meet the logistical needs of the projected increase in air cargo volume;

Attract investment and large operators in the freight logistics sector;

Increase and diversify aeronautical and non-aeronautical commercial revenues.

Define and develop the best implementation model for the ONDA headquarters and ensure its implementation

ONDA headquarters;
Transform the spaces currently occupied by headquarters departments into valuable assets;
Initiate a reflection on the possible commercial uses of the spaces to be freed, taking into account their commercial potential linked to the airport activity;
Define and examine the various scenarios for ONDA HQ's construction.

Update agreements with FRAs	Strengthen partnerships with the FRAs (Training, Air Traffic Control, ARFF …)
Collaborate with institutional tourism partners in the framework of the promotion of Morocco as a destination	Establish a mechanism to develop collaborative actions with tourism partners (ONMT/CRT) and multiply initiatives aimed at attracting passengers and improving tourist traffic at Morocco's airports.
Carry out the program agreed with the Royal Canadian Mounted Police	Update the ONDA/GR partnership by reviewing the joint memorandum of understanding and revising the terms and conditions of its implementation.
Carry out the program of constructions of buildings to the profit of the DGSN and place at its disposal the convened grounds (Cooperation DGSN)	Formalize the partnership framework between the ONDA and the DGSN (Homeland Security Dept) and ensure its implementation in the best possible conditions.
Coordinate with ONCF on projects to connect airports to urban centers by (high-speed) train - Connectivity Project 1	Align visions and plans for rail and air connectivity development; Formalize coordination with the ONCF.
Coordinate with the authorities on projects to connect airports to urban centers - Connectivity Project 2	Include the airport road connectivity improvement program in the future development plans of local communities; Formalize the mechanisms of exchange and coordination between ONDA and the various stakeholders concerned with improving road connectivity (the Ministry of interior, local governments and urban agencies).

Coordinate with local authorities on projects to connect road transport modes from airports to urban centers (buses, cabs) - Connectivity Project 3	Improve cab and shuttle bus services to airports; Coordinate the cab and shuttle bus service improvement program with stakeholders and identify the scope of ONDA's intervention.
Include airport development in regional development plans and urban development plans	Ensure that the development requirements and needs of the airport sector are taken into account in the RDPs and SDAUs; Formalize the mechanisms of exchange and consultation with the DGCA to coordinate the formulation of observations and remarks of the airport sector on the projects of the RDPs and the SDAUs.
Participate in and periodically organize new meetings to exchange information with the players in the ecosystem (Passenger Forum, Users Day, meetings with tour operators, etc.)	Strengthen and develop cooperation with ecosystem players.
Strengthen and develop cooperation with international institutions: ICAO, ACI, Eurocontrol, etc.	Establish and formalize a mechanism allowing to reinforce and to fructify the relations of cooperation of the ONDA with the Institutions and international organizations; Reframe and readjust ONDA's partnership frameworks with international institutions and organizations in the airport and civil aviation sector, to better integrate the expectations and needs of ONDA and its partners.
Actively participate in the regulatory compliance for the airport operations	Systematically follow the updates and amendments of the regulatory texts that concern the airport sector.
Formalize the framework of partnerships for the development of mixed and military platforms	Jointly redefine the scope and limits of responsibilities in the framework of bilateral FRA-ONDA cooperation for the Development of mixed and Military forms.

Carry out a general diagnosis of the feasibility of the transformation

Ensure legal and regulatory compliance of the transformation process;
Assess the organization's capacity to evolve in a competitive environment and identify the various constraints and minimum organizational weaknesses to be resolved prior to the transformation into a limited company;
Conduct a financial analysis to ensure the economic viability of the institution;
Ensure the institution is financially sound;

Identify the risks and costs to anticipate and provide in the legislative and regulatory texts that will govern the transformation, the elements to minimize the tax-related costs of the shift in the legal status of the public institution.

Prepare for transformation by upgrading the Organization

Proceed with the reorganization of the legal situation of the institution;

Assess the current organization of the institution in order to identify the constraints and weaknesses to be resolved prior to the transformation into a (public) limited company, particularly with regard to:

- the organizational structure and normative framework governing staff;
- the management system and processes
- the IT system
- the human resources

Develop the program contract and the State-ONDA agreement

Approve ONDA's performance objectives;
Formalize the commitments and the scope of intervention of the State and the ONDA.

Support the DGAC in setting up an economic regulation mechanism

Ensure compliance with ICAO principles and best practices for economic steering;
Formalize the approval process for tariff revisions.

Design a new strategy for the development and management of secondary airports

Propose an efficient management method to ensure the sustainability of secondary airports' operations and the necessary financing;
Reduce the losses incurred by ONDA due to the negative financial results of the secondary airports;
Enable ONDA to improve its financial results to allow it to further develop its equity.

Bringing the Mohammed VI International Civil Aviation Academy *(AIAC)* into regulatory compliance

Bring AIAC into legal compliance with national standards;
Implement a new economic and partnership model;
Provide ONDA with qualified human resources in the field of civil aviation.