



**HUMANITARIAN AVIATION
SAFETY CAMPAIGN**

KENYA

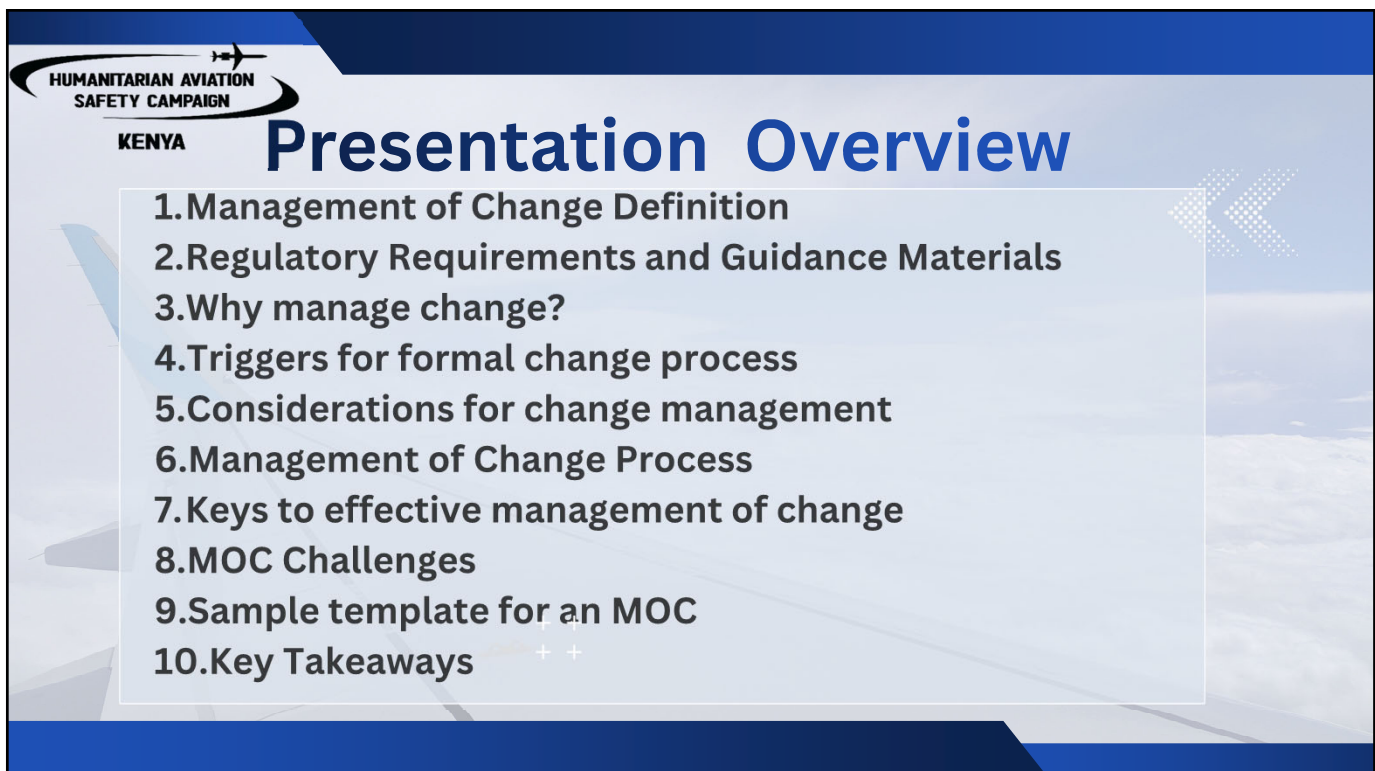
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MANAGEMENT OF CHANGE (MOC)

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Winfred .H.Mwamburi MRAeS

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Presentation Overview

- 1.Management of Change Definition
- 2.Regulatory Requirements and Guidance Materials
- 3.Why manage change?
- 4.Triggers for formal change process
- 5.Considerations for change management
- 6.Management of Change Process
- 7.Keys to effective management of change
- 8.MOC Challenges
- 9.Sample template for an MOC
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Definition

Management of change or change management is defined as ;

- A regular **process** that identifies changes within an aviation organization that may have a safety impact on established processes and services. It **involves creating, modifying, or eliminating safety risk controls due to changes** in the operational environment (IATA,2025)
- A formal **process** for systematic and proactive **identification of hazards and of appropriate mitigation strategies and measures**, to be applied to all **changes** concerning the safety of services provided by an aviation organization.(Skybrary)
- A **process** is a series of actions that you take in order to achieve a result

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Regulatory Requirements and Guidance Materials

- ICAO Annex 19 Safety Management
- KCAA The Civil Aviation (Safety Management) Regulations, 2025
- KCAA Advisory circular CAA-AC-SMS010, April 2024
- ICAO Doc 9859 Safety Management Manual

“The service provider shall develop and maintain a **process** to **identify changes** which **may affect the level of safety risk** associated with its aviation product or services and to **identify and manage the safety risks** that may arise from those changes “

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Why manage change ?

Aviation safety dynamic
New hazards and risks continually arise and demand immediate attention

Control change-related risks
Organizational change can provide benefits while introducing new hazards or reducing the effectiveness of existing safety controls

Prevent unintended consequences
A change intended to improve safety may create risks elsewhere in the organisation. For example, fleet modernisation may introduce new operational, maintenance or training risks.

These risks must be identified, assessed and mitigated through the safety risk management process (SKYbrary, n.d)

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Triggers for formal change process

- New Area of Operation
- Addition or inclusion of an aircraft
- Change of key postholder
- Company mergers and acquisition
- Change of the regulations
- New standards e.g IOSA/ISSA, BARS, UNAvstads
- Emerging Risks e.g., COVID-19
- Changes in scope of organization certificate, e.g DG carrier, EFB approval

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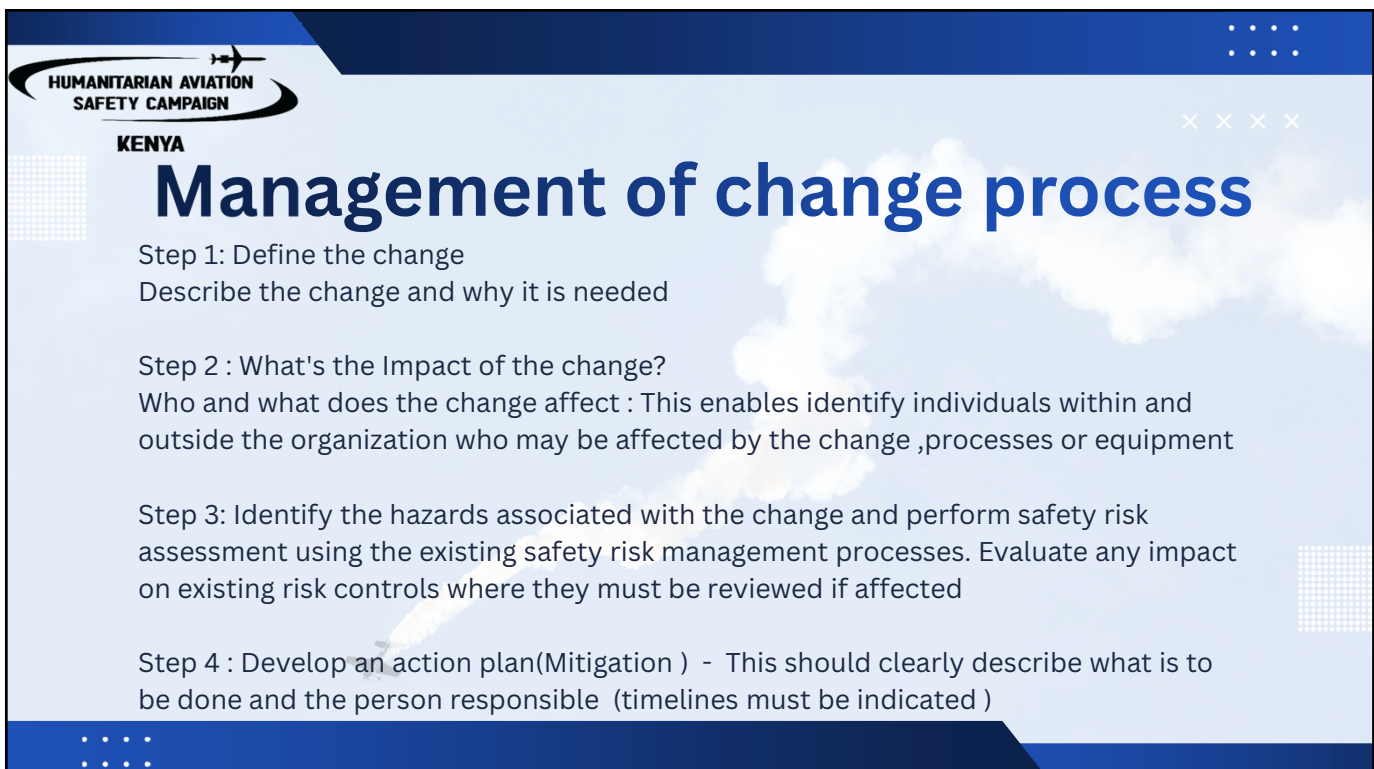
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Consideration for change management

- ✓ Criticality of systems and activities
Involves potential consequences of activity being improperly executed or equipment being improperly operated
- ✓ Availability of subject matter experts (SME'S)
This involves both internal and external
- + + ✓ Availability of safety data and information
+ + + This enables analysis and review of the change

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Management of change process

Step 1: Define the change
Describe the change and why it is needed

Step 2 : What's the Impact of the change?
Who and what does the change affect : This enables identify individuals within and outside the organization who may be affected by the change ,processes or equipment

Step 3: Identify the hazards associated with the change and perform safety risk assessment using the existing safety risk management processes. Evaluate any impact on existing risk controls where they must be reviewed if affected

Step 4 : Develop an action plan(Mitigation) - This should clearly describe what is to be done and the person responsible (timelines must be indicated)

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Management of change process

Step 5: Sign off the change - The individual responsible for the change must sign off that the change is safe to implement

Step 6: Submit (Safety Case) to CAA for approval where applicable (Significant changes must be approved by the CAA)

Step 7: Implement the change

Step 8: Assurance: Determine the follow-up action to be done, such as audits, and whether they will be done during or after the change has been implemented, where actions are assessed for their effectiveness and relevance

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Keys to effective management of change

- Communication at all levels within the organization to improve the way change is perceived and implemented
- Document the change to allow follow-up for all actions before the change is implemented
- Continuous review of system description for validity and effectiveness
- Lessons learned from previous change to avoid repeating the same mistakes

Communication

Documentation

Lessons learned from previous change

Continuous Review

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Challenges

People & culture

- Resistance to change
- Poor communication or consultation
- Loss of organisational knowledge
- Human factors overlooked

Governance & resources

- Weak management commitment
- Unclear accountability / ownership
- Insufficient time, staffing or competence
- Operational pressure and aggressive timelines

Risk management

- Hazards identified too late
- Superficial or incomplete risk assessment
- Multiple changes assessed in isolation
- Existing controls assumed to remain effective

Compliance Trap!!!

MoC becomes ineffective when it is treated as a form to complete after the decision has already been made. The safety assessment must influence the decision, implementation plan, and acceptance of residual risk.

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Sample Template for an MOC

Appendix K: Management Of Change
Form No. _____

1. What is the change?

2. Who?

3. Define the major components or activities of the change

4. Who does the change affect?
Consider who it affects: individuals, departments, and organizations. Who needs to be notified of the change?

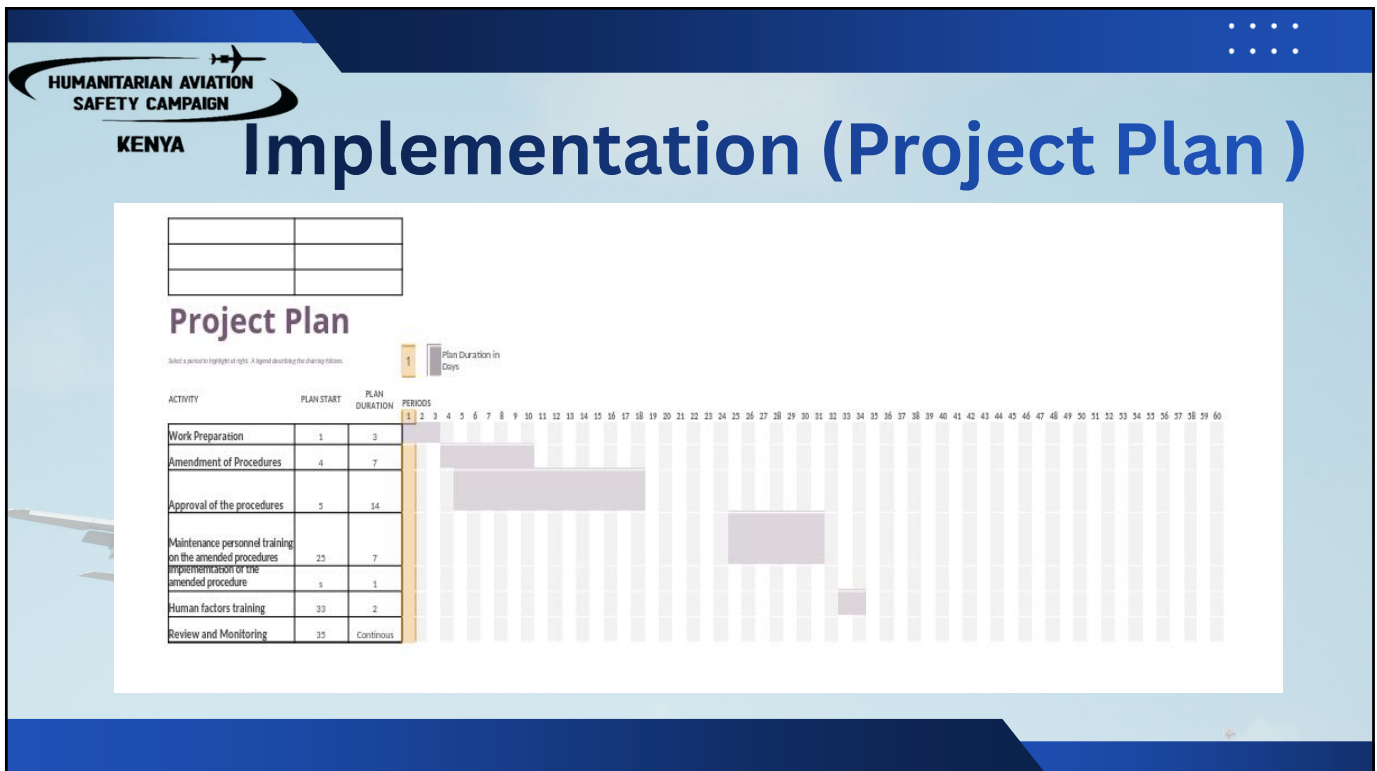
5. What is the impact of the change?
Consider why the change is taking place and the impact on the organization and its processes and procedures. Will it impact the safety culture? Does it meet all regulatory requirements?

6. What follow-up action is needed? (assurance)
Consider how the change will be communicated and whether additional activities such as audits are needed during the change and after the change has taken place

7 Safety Issues and the risk assessment

What is the issue? <i>Hazard</i>	What could happen as a result? <i>Consequences</i>	Existing mitigation to lower the risk	How Bad will it be? <i>Severity</i>	How likely is it to occur? <i>Likelihood</i>	Risk rating	What action(s) are we taking? <i>Mitigations</i>	Responsible person and timeline	Residual Risk
1.								
The management of change processes and procedures have been followed and the change can be implemented								
Post Holder acceptance signature			Name:					
			Date:					
Safety Manager acceptance signature			Name:					
			Date:					
The identified risks are considered tolerable and change is acceptable to implement								
Final Acceptance Signature						Name:		

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Key Takeaways

- Minor changes can interact and create significant safety risks
- Use your organization's approved SMS procedures and applicable national regulations when conducting an actual MoC.
- Assess the effect of change across processes, equipment, operating environments and human interface; SHELL
- Leadership, stakeholder engagement, human factors and clear accountability determine whether MoC works in practice
- Decision Point: Operations should not proceed until the safety risks associated with the changed system have been evaluated and appropriately managed






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