



CLIENT SERVICE CHARTER



CLIENT SERVICE CHARTER

1. INTRODUCTION

This Client Charter is a tool that strengthens the demand side of accountability for service delivery. The client charter spells out the roles, responsibilities and commitments of Uganda Civil Aviation Authority (UCAA) in delivery of services to its clients. It provides the Authority's mandate, vision, mission, values, key result areas, services and commitments. The Charter outlines our clients, their rights and obligations, procedures for handling complaints and feedback, and the accountability framework. While Uganda Civil Aviation Authority respects the rights of its clients, the clients are also expected to reciprocate with due diligence and responsibility.

DIRECTOR GENERAL'S MESSAGE

This charter informs clients of the service Uganda Civil Aviation Authority offers, and acts as a tool for continuous performance improvement. It is geared towards enhancing accountability and good governance in UCAA.

It is also testament of the Authority's commitment to improving the quality of services provided to clients. Ensuring safety and security while serving the public in the best possible way that ensures customer satisfaction is the Authority's top priority.

UCAA is dedicated to continuous efforts to innovate and consistently improve on service provision, while listening to feedback and constructively engaging stakeholders.

The charter is driven by our passion to ensure timely responses, transparency, efficiency and professional conduct at all times.



Fred K. Bamwesigye
DIRECTOR GENERAL



2. MANDATE, VISION, MISSION, AND VALUES

2.1 Mandate

Uganda Civil Aviation Authority derives her mandate from the Civil Aviation Authority Act CAP354

2.2 Vision

The Safest, Most Efficient and Affordable Air Transport Service

2.3 Mission

To Maintain the Highest Standards of Safety, Security and Service in Civil Aviation”.

2.4 Values

- a) **Customer focus:** We value and recognize the contribution of our customers towards development of the aviation industry. They are the reason we exist and it is our duty to respond to their needs in a timely manner. We take pride in delighting our clientele. We invest in our reputation. In all our relationships, quality is our signature. We always involve customers in the development of the industry.
- b) **Accountability:** We take responsibility for our actions and account for them at all levels. Value for money and good corporate governance are the foundations of our decisions. We will take the high road by practicing the highest ethical standards, and by honoring our commitments.
- c) **Teamwork:** Ours is a team of purpose, working together towards a common goal. We know our people are our biggest and most important asset and we treat our stakeholders and partners with mutual respect and sensitivity. We are committed to an environment where everyone is a valued member, encouraged to contribute and is recognized for their efforts.
- d) **Efficiency:** We avoid wasteful expenditure in our operations, projects and investments. We ensure optimal utilization of resources to realize maximum output. Our passion for excellence drives us to prioritize our resources, our energies, our plans and programs, for a better service to our clients.
- e) **Innovation:** We continuously devise ways and means to improve on service delivery in the aviation industry and this is what differentiates us. To maintain competitive advantage, we embrace new ideas and advancements in technology while cognizant of the fact that we live in a rapidly changing environment.
- f) **Integrity:** We conduct our business in accordance with the highest standards of professional behavior and ethics. Honesty and transparency are part of our development rhythm. There is tremendous emphasis on observance of sound moral principles in all our dealings.

3. KEY RESULT AREAS

Uganda Civil Aviation Authority's Key Result Areas are:

- a) Safety;
- b) Security and facilitation;
- c) Orderly and sustainable air transport system;
- d) Air navigation capacity and efficiency
- e) Strong institutional arrangement
- f) Performance based human resource
- g) Adequate airport infrastructure and capacity utilization
- h) Financial sustainability
- i) Strong business processes and systems



- j) Stakeholder relations and service

4. SERVICES

4.1 Directorate of Safety, Security and Economic Regulation

DSSER shall be responsible for the following:

- a) Licensing of airlines
- b) Formulation and enforcement of air transport regulations
- c) Monitoring of airlines performance
- d) Provision of guidelines to airlines and user-groups
- e) Investigation of complaints by various users in the aviation industry
- f) Advising government on the negotiation of Bilateral Air Services Agreements (BASA) and formulation of both domestic and international air transport policies
- g) Aircraft clearance
- h) Administer competence exams to flight crew and aircraft maintenance engineers prior to licensing them
- i) Inspect and certify aircraft and air operators
- j) Inspect and license aerodromes
- k) Enforce national air navigation regulations in conformity with international standards and procedures through surveillance

A detailed air transport service charter is available at www.caa.go.ug

4.2 Directorate of Air Navigation Services

DANS shall:

- a) ensure the safe transport of people and cargo by keeping aircraft at a safe distance from each other and expediting the flow of traffic, as well as Search and Rescue coordination within the Entebbe Flight Information Region (FIR).
- b) plan, install, and maintain all Communication, Navigation and Surveillance (CNS) systems in accordance with the Civil Aviation Authority's Air Navigation Services Regulations
- c) ensure the timely flow of quality Aeronautical Information necessary for the Safety, Regularity and Efficiency of National/International Air Navigation. Detailed AIM Service charter available at.
- d) ensure the safety of everyday Air Navigation Service operations, and investigate Accidents and Incidents in order to facilitate the implementation of more effective risk controls and mitigation in Air Navigation Service operations
- e) provide practical and cost-effective solutions in maintenance, management and operation of existing systems and processes through in-house innovations such as software development to support aging equipment and manual work methods, and



training to develop personnel skills.

4.3 Directorate of Airports and Aviation Security

DAAS shall:

- a) develop, operate and maintain Entebbe airport and thirteen (13) domestic airports located at Arua, Gulu, Kasese, Lira and Masindi, Mbarara, Moroto, Pakuba, Soroti, Tororo, Kabale, Kisoro and Jinja as commercially viable entities.
- b) provide Crash Fire & Rescue Services, Security, Passenger facilitation and airfield services.
- c) take charge of routine maintenance and capital development projects

Detailed DAAS Service charter is available.

4.4 Directorate of Finance

The Finance directorate is responsible for:

- a) financial accounting and management
- b) revenue and debt collection
- c) billing
- d) cash management
- e) costing
- f) budgeting and budgetary control.

A detailed Finance charter is available.

4.5 Directorate of Human Resource and Administration

DHRA is responsible for:

- a) the effective management and development of Human Resource towards realisation of the Authority's objectives
- b) the provision of logistics to enable and facilitate CAA staff carry out their duties.
- c) the successful implementation of the human resource strategies approved to ensure the success of the Authority.
- d) Recruitment & Exit Management, Employees' Welfare
- e) the provision and maintenance of Transport Services, Records Management Facilities, Estate Management and General Office Administration i.e, Industrial Relations, Training and Staff Development

4.6 IT Department

The IT department:

- a) plans for and provides an information technology platform for operational effectiveness and efficacy.

4.7 Procurement and (Assets) Disposal Unit

The Procurement and (Assets) Disposal Unit deals with all matters of procurement and assets disposal. The unit:

- a) Ensures the application of fair, Competitive, transparent, non-discriminatory and value for money procurement and disposal standards and practices.
- b) Monitors compliance of user departments by at least 95%.
- c) Complies with the Procurement procedures set by the government such as the PDDA Act.
- d) Liaises with the user departments to pay suppliers for the goods, services and

works done.

4.8 Marketing and Commercial Department

The Marketing and Commercial department is responsible for:

- a) the development and management of non-aeronautical revenue sources
- b) marketing UCAA services and investment opportunities
- c) managing property rentals, concessions
- d) developing non-aeronautical revenue.

4.9 Legal Department

The Legal department shall:

- a) provide legal advice to various directorates,
- b) prepare Contracts
- c) ensure ratification of international Conventions and Agreements.

4.10 Internal Audit and Risk Management Department

The Audit department:

- a) carries out comprehensive systems and financial internal Audits and develops corporate risk registers

4.11 Quality Assurance Department

The QA department:

- a) establishes, implements and maintains a Quality Management System based on the ISO 9001 standards
- b) continually improves performance of the organization vis-à-vis requirements and expectations of interested parties.

4.12 Public Affairs Department

The Public affairs department is responsible for:

- a) the building, enhancement and maintenance of a world-class corporate image

4.13 Strategic Planning Department

The Strategic Planning department:

- a) prepares strategic plans,
- b) measures management performance against set targets,
- c) processes statistical information



- d) carries out corporate planning to guide the Authority

5. OUR COMMITMENT

We are committed to providing the best quality service. In carrying out our responsibilities and tasks, we will:

- a) Treat our clients with courtesy, respect and a smile
- b) Provide our services through a helpful and knowledgeable team that is understanding and capable of answering your questions
- c) Attend to our clients in a timely manner
- d) Provide accurate information and error-free service
- e) Welcome feedback and suggestions from the clients
- f) Provide high quality, timely and comprehensive advice/information on Aviation policies, programs, Technology & Innovation.
- g) Offer services without discrimination
- h) Disseminate Policy documents and circulars within seven days from receipt.
- i) Place public interest before personal gain.
- j) Consult and collaborate with stakeholders in the delivery of services
- k) Strictly follow the Procurement Act, its rules, regulations and set guidelines for the procurement of all goods and services.
- l) Make information available through the CAA website.
- m) We will answer phone calls promptly during normal office hours. If we are unable to answer your phone query immediately, we will take your contact details and ensure that you receive a response within 5 working days.

6. CLIENT RIGHTS, EXPECTATIONS AND OBLIGATIONS

6.1 The Clients

Our Clients include but are not limited to the following:

- a) State House
- b) The Parliament;
- c) Government Ministries, Departments, and Agencies;
- d) Development Partners;
- e) International and regional industry oversight bodies (ICAO, AFCAC, ACI, IATA etc)
- f) Staff of the Uganda Civil Aviation Authority;
- g) Professional bodies;
- h) Pilots and air operators;
- i) Ground handling agents;
- j) Stakeholders operating at Entebbe International Airport and other aerodromes in the country
- k) National security agencies
- l) States' AIS and Control Centers;
- m) Suppliers of Goods and Providers of Services/ Works;
- n) Investors and Private Sector Operators;
- o) Media;
- p) General Public;



- q) Passengers

6.2 Client Rights

Our Clients have a right to:

- a) Services in accordance with the existing contractual obligations, regulations and guidelines;
- b) Timely response to issues raised;
- c) Technical guidance and advise;
- d) Access to information, regular reporting and accountability within the prescribed law;
- e) Confidentiality of information;
- f) Participation or representation in development of policies, systems and programs;
- g) Know the user fees as per the fees structure.
- h) Access to timely and Quality services.
- i) Transparency in service delivery.
- j) Timely response and feedback.
- k) Be treated with respected.
- l) Equity, impartiality in access to district resources.

6.3 Client Expectations

Our Clients shall expect the following from us:-

- a) to be treated with respect and courtesy;
- b) timely payment for goods supplied, services provided and works executed;
- c) adequate and timely attention and response to issues and concerns raised;
- d) confidentiality of information that relate to specific transactions in line with the law;
- e) timely, accurate and well-presented policy advice; and
- f) easy access by authorized persons to entitled information within the agreed guidelines.
- g) to be served during the following specified times:
 - i. 24-hour service to the flying public
 - ii. Monday to Friday (Except on designated Public Holidays) during the normal working hours as indicated below:-

Time: 8.00 am -12.45 pm.

2.00 pm – 5.00 pm.

6.4 Client Obligations

Our Clients shall have the following obligations:

- a) Comply with the Laws, Regulations, Policies and Guidelines;
- b) Provide correct and timely Information as may be required by the Authority;
- c) Be knowledgeable on regulations and laws relating to the Services they require;
- d) Embrace and participate in the implementation of the charter;
- e) Respond to requests for information by us thoroughly and timely;
- f) Demand for service provision;
- g) Appropriately identify their needs;
- h) Deal with our staff with courtesy;



- i) Protect facilities provided by Authority.

7. FEEDBACK AND HANDLING COMPLAINTS

7.1 Feedback

Clients shall provide feedback on our services or any other issue of interest through the following mechanisms:

- a) Meetings or conferences and technical review meetings;
- b) Supervision and monitoring visits;
- c) Periodic Performance Reports;
- d) Direct feedback to the person serving you;
- e) Suggestion boxes;
- f) Feedback through a supervisor that is readily available;
- g) Telephone, e-mail, Whatsapp, Social media handles and the Authority's Website;
- h) The Authorities Public Relations Office; and
- i) Writing to the DG through the following address;

Uganda Civil Aviation Authority,

P.O. Box 5536, Kampala

Telephone: 256-312-352000

E-Mail: aviation@caa.co.ug

7.2 Handling Complaints

Uganda Civil Aviation Authority is accountable to clients for the Services it offers, and has put in place the following procedure for handling complaints and obtaining feedback from the clients:

- a) Raise the complaint with the officer concerned,
- b) Consult the Public Affairs Department, Supervisor or departmental Manager or Director concerned
- c) If no satisfactory response is obtained through (a) and (b) above, write to the DG using the address given in section 7.1 of this document;
- d) **Whatsapp (+256-757269670) or email (aviation@caa.co.ug)**

In case of dissatisfaction, clients are encouraged to file their complaints and suggestions through the following channels:

- a) The person serving them.
- b) The supervisor or Head of Department.
- c) The Public Affairs department.
- d) The Head of the Directorate.

The Public affairs staff and Head of Directorate shall do the following:

- a) Record the complaint/ suggestion
- b) Provide instant feedback to the client and inform the aggrieved client of the remedial action within 14 days.

7.3 Appeal Mechanism

If the client is not satisfied with the response from the action officer attending to them, or with the way their complaint is handled, they may refer to:

- a) The Head of Department;
- b) The Director; and



c) The Director General.

In case the client is not satisfied with the appeal process at the Uganda Civil Aviation Authority, they may seek redress from the Chairman Board of Directors or Ministry of Works and Transport.

Each of the appeal offices must provide feedback and action taken within 14 working days.

8. ACCOUNTABILITY FRAMEWORK

We undertake to remain accountable to our clients in line with our service commitments through the following mechanisms;

8.1 Performance Reporting

We shall report our performance to our clients through various mechanisms listed here below:

- a) meetings or conferences;
- b) Annual Policy Statements;
- c) Periodic Performance Reports; and
- d) Releases in the mass media (electronic and print).
- e) Annually publicize our performance against the commitments made in this charter.
- f) Hold review meetings with our clients to present our performance results and engage them to obtain further feedback.
- g) Participate in media events that provide our clients opportunities to hold us to account. Such events will include but not be limited radio and television talk-shows and public interviews.
- h) Posting all monthly financial reports and audited accounts on public notice boards and the Authority's website.

8.2 Performance Improvement

In collaboration with our clients, we shall continuously improve on the quality of service delivery, periodically report on our performance and commit ourselves to the above service standards.

We remain committed to continuously addressing areas that are negatively impacting our performance. In this regard we shall;

- a) Undertake annual reviews of this charter in a participatory manner to obtain the issues that our clients and stakeholders would like us to focus on.
- b) Rely on your support as we endeavor to implement these commitments.

OUR CONTACTS;

Uganda Civil Aviation Authority

P.O. Box 5536, Kampala

Email: aviation@caa.co.ug

Web address: www.caa.go.ug

Tel: +256312352000/3000





Uganda Civil Aviation Authority,
P.O. Box 5536, Kampala
Telephone: 256-312-352000
E-Mail: aviation@caa.co.ug