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Aviation Forum

A QUARTERLY PUBLICATION OF CIVIL AVIATION AUTHORITY



Special Edition for Uganda at 50



INSIDE

- 50 years of a single lane - Welcome to Entebbe Airport
- Entebbe International Airport Wins Africa Airport Marketing Award
- Flight Through The 50 Years



Cover Photo:

Queen Elizabeth II is welcomed at the commissioning of Entebbe International Airport in 1952

Aviation Forum:

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Editorial

Let Us Rededicate Ourselves

The 50th Anniversary of our independence is a proud moment for all Ugandans and, moreso, for the aviation fraternity. The celebration coincides with the Authority's 20th year of humble but demonstrable growth.

Over the past 20 years, Civil Aviation Authority has established itself as the premier body for enhancement of reliability, safety and efficiency of air travel in Uganda.

From the historic landing of Wilson Airways at Port Bell in 1927, to the Dreamliner that jetted at Entebbe in August 2012, the journey has been long and arduous. At independence the old Airport processed a couple of passengers, recorded at 27,000. Cargo operations were characterised by personal effects and logistics for the colonial staff and State. Matters have however changed 50 years down the Runway. Through the political and social-economic upheavals the country witnessed, the skies in Uganda continued to rumble. Today, one million international travellers are handled at Entebbe.

The CAA, having been established within the larger social-economic framework has managed to execute its mandate. Its reputation for carving out a technical and managerial niche is courtesy of the staff who have over the years embodied the tenets upon which the industry is hinged. Much is still desired however. Shareholder, operator and passenger expectations are yet to be met. The next 50 years should therefore be focused on development of modern infrastructure that addresses the rapid change in aeronautical technology and the country's population.

The clarion call is to all of us to rededicate ourselves to serving a more independent Uganda with its more discerning people.

INDUSTRY ANALYSIS AT 50 Uganda Aviation at 50 Years



By Anne Adeke

Although I have been in Civil Aviation Authority for close to twenty years, I seem not absolutely able to describe its scenario over the last twenty years. I feel I can more confidently recall the events I witnessed in the East African Flying Academy, Soroti which I came face to face with in the 1980s. The impact it had on my

attitude towards Aviation was a lasting impression, thanks to God for this and the former East African Community that brought the Academy to Soroti.

I passionately love Aviation as an industry to the extent that even under odds, I hang on in there. Right from the times of instructors like Captain Boris, Captain Mulay Roderick, Captain Enabu, Captain Bogis and Captain Sammer; the academy at Soroti was at its best. I then envisaged the East African Flying Academy, Soroti evolving into an East African Flying University in the next 30 years. I would imagine students completing training without travelling to the Oxford University in Great Britain.

I could admire the nature of infrastructure it had in place, the training equipment, the students diet, their accommodation and sick bay, the type of administrators and the staff quarters only identified as seniors quarters where I was privilege to live for some time in the seventies and eighties., leave alone the flats where the likes of Captain Boris used to reside., the financial flow etc. There would be no doubt that the school was destined for greater heights. I only got a chance last year to re-visit the flats but to my dismay, I could only find disappointing buildings, save for only one.

I never imagined there would be an accident in that environment at any point in time because of the way activities were taken care of and since I never heard of any, I was at that tender age completely convinced. The only time I heard of an accident is when one of the brilliant students currently an official in Government landed an aircraft safely on a tree to avoid injuring pupils in a school. Bravo David! This was not such a serious accident because it aroused laughter.

What currently disappoints me is the knowledge that the flying academy has moved systematically downwards and an accident by a third year student was recorded recently. Such incidents send chills down my spine and drive adrenaline razing down my brain. Something surely must be done to give the Academy a new thrust to enable it regain its long lost glory.

As for the future, my dream is to see the academy move to the status of an East African Flying University, in the next five years or expanding to 5 schools for example:

- The school of Piloting
- The school of Air Traffic Control
- The school of Flight Engineering
- The school of Airport Operations
- Passenger and Cargo handling.

Continued on Pg 5



FLIGHT THROUGH THE 50 YEARS



Construction of Runway 18 / 36 at Entebbe in 1945

By Ignie Igunduura

A century ago the world was a different place. The human race continued to travel for days and months by steamship to seek new lands for settlement, colonisation and wealth.

With the invention of the internal combustion engine in the late 19th Century, possibilities of motive force became more evident. By 1903 the automobile was challenging the horse. Man's new invention, the aeroplane was set to change transportation even more dramatically. By the next Century, the pioneering example of the Wright brothers, Wilbur and Orville, who took to the air initially in frail craft, shattered the long-standing barriers of distance and time. Man had broken the strings of nature and escaped the shackles that bound him to earth.

From ancient times when Icarus had attempted to fix waxed wings to escape incarceration in Crete, to the later days of the Montgolfier

brothers who took to the air in a balloon in June 1783, manned flight was but a dream. The 1800s saw a number of other attempts. In 1852 Giffard Henri covered 24 kilometres flying a steam engine driven craft. The world was daring the skies but Africa's participation in the theatre of inventions and discoveries was still minimal.

At the time, Uganda, like most of sub-Saharan Africa was yet a nation-state and no motorised transport was known. King's convoys, European adventurers and Arab traders travelled in caravan formats, on foot.



Uganda Aviation at 50 Years



Official Opening of Soroti Flying school by President Mwalimu Julius Nyerere of Tanzania in 1970

Continued from Pg 3

- The school for Aviation Leadership Training.

With the University in place, my other dream is to have vibrant economic activities in the Teso region that would support the growth of the Flying academy.

I imagine a well lit Runway that would give adequate exposure to students carrying

out practicals, a cost effective night rating facility.

I would envisage a situation where scheduled commercial flights would be flying to Soroti, to take advantage of the facility, bringing in Business people, Academicians especially the prospective flying students, Politicians, tourists etc.

This would require agriculture to be enhanced through modernization and

large scale production. I recall there used to be what was called a Meat Packers and many Cotton Ginneries across Teso, these factories could be revived.

The Infrastructure commensurate with this level of activities needs to be developed and the local community sensitized accordingly.

Wow, what a dream! God Grant it please! I hope we don't wait for another 50 years.

LET'S CHANGE OUR ATTITUDE AS WE REFLECT ON 50 YEARS OF INDEPENDENCE

By Gerald Mutebi

CUSTOMER CARE ASSISTANT

I will start with this story of an elderly carpenter who was ready to retire. He told his boss of his plans to leave and live a more leisurely life with his wife. He would miss the pay check but he needed to retire.

The contractor was sorry to see such a good worker go. He asked the carpenter to build just one more house as a personal favor. The carpenter agreed but it was easy to see that his heart was not with his work. He resorted to shoddy workmanship and used inferior materials. It was an unfortunate way to end a dedicated career.

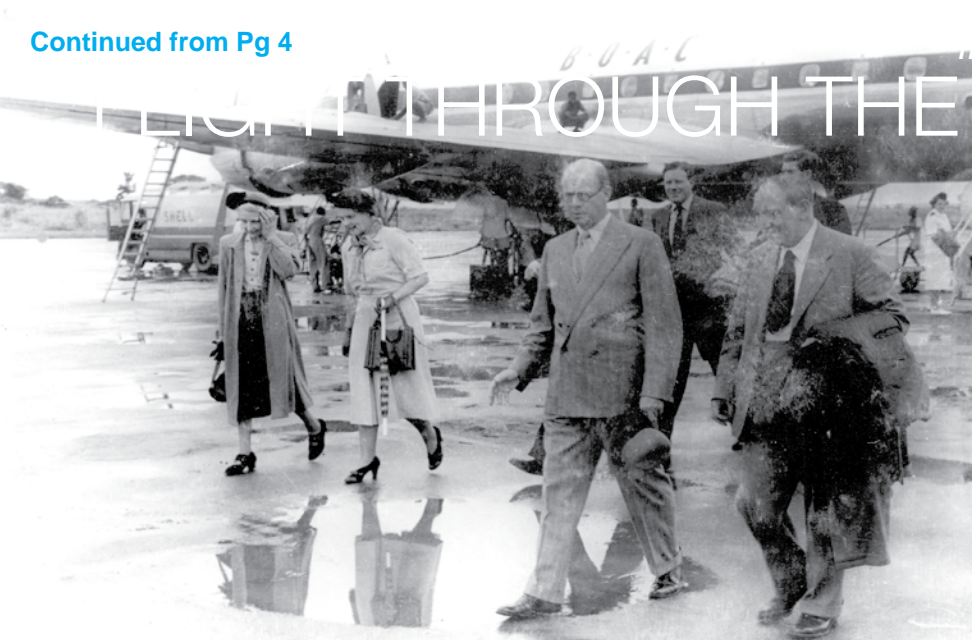
When the carpenter finished his work, the employer came to inspect the house. He handed the front door key to the carpenter and said, "This is your house and it is my gift to

you". The carpenter was shocked. What A SHAME! If he had only known that he was building his own house, he would have done it all so differently.

So it is with us. We build our lives a day at a time, often putting less than our best into the "building." Then with shock we realise we have to live in the house we built. If we could do it over again, we would do it much more differently, but we cannot go back.....We dont have the time!

You are the carpenter of your life. Each day you hammer a nail in a board, or erect a wall in a foundation. Your attitudes and the choices you make today build your house for tomorrow. BUILD WISELY! Make this your resolution as we celebrate 50 years of our freedom.





B.O.A.C. DC6 at Entebbe 1956: Arrival of His Excellency the Minister in charge of British Colonies

Following the incursion of the colonial powers however, the status quo in Africa experienced unprecedented change. The colonial master was consolidating their position in East Africa and required quick and reliable transport to run the "business". Uganda's airspace virginity was broken in 1927 with the first flight mounted from Wilson Airport in Kenya, landing at Port Bell, on lake Victoria shoreline, to deliver mail. The amphibious caravan type aircraft is reported to have caused both fear and excitement among the local fishing community; with a few drowning in the lake, in an attempt to escape the "ghost from the skies".

PRE-INDEPENDENCE DEVELOPMENTS

Uganda's natural endowment endeared it to the British colonialists. As a landlocked country, the quickest transport mode to help establish their position was air transport. The colonial State moved quickly to develop aeronautical infrastructure in Uganda. An airstrip 1000 by 60 yards was established at Kololo hill in 1936, to serve the commercial centre of Kampala, with a bigger airport planned for location in Entebbe, 40 kilometres away from the city. The £18,500 project for Kololo airstrip was approved by Governor Phillip Mitchell and executed by Gailey and Roberts Ltd. The small air traffic control centre built at Kololo still holds ground amidst more modern residential developments.

international gateway with its traffic growing from a paltry 27000 passengers in 1962 to 1.2 Million at the turn of Uganda's 50th Independence anniversary. Entebbe was commissioned in 1952 by Queen Elisabeth II, where she also departed to return to England on learning of her father's death and her ascendancy to the throne.



H.E. Governor Campbell at the official opening of Entebbe Airport

The Kololo airstrip is historic for hosting the independence ceremony in October 1962.

ENTEBBE INTERNATIONAL AIRPORT

Uganda's aviation hub, Entebbe International Airport, was constructed in 1947, to serve the colonial administrative regime established under Sir Gerald Portal in 1893.

Entebbe has since been developed as Uganda's



The Late President, Idi Amin addresses a gathering at Entebbe Airport in his hey days

RUN-UP TO INDEPENDENCE

By October 1962, Entebbe Airport had handled several modern aircraft including the Comets operated jointly by British Overseas Airways Corporation (BOAC) and South African Airways in 1952. Entebbe Airport was preferred to Nairobi due to its elevation at 3780 feet as compared to Nairobi's 5,500 feet which made it too hot and too high for the Comet 1 aircraft.

The Comet 1 service to South Africa from Europe was thus transiting through Entebbe, setting the stage for the Airports' potential growth in East Africa. The growing colonial influence coupled with abundant wildlife, led to the establishment of more aerodromes around the country to especially support the tourism industry.

Among these were Kasese, Kidepo, Pakuba and later, Kisoro. Arua, Gulu, Mbarara and Moroto were developed to enhance service delivery while Jinja and Tororo supported industrial developments in the respective areas. Governor Andrew Cohen was instrumental in laying ground for the rural airfields projects.

POST INDEPENDENCE PERIOD

By the early 1950s the colonial state was administering East Africa (Kenya, Uganda and Tanzania) under a common services arrangement. The E. African Directorate of Civil Aviation (EADCA) was established to regulate the growing air transport industry. E.African Airways (EAA) was formed in 1945 as a joint venture between the three partner States and Zanzibar. By Uganda's independence in 1962 the regional Airline was recording annual profits of well above £460,000. Two years after Uganda's independence, the first four East Africans joined the Air work school at Perth for pilot training.

In 1965 Uganda had its first registered Aircraft following EA Airways decision on its fleet ownership after the partner States had become independent. Two years later Uganda contracted as a member State of ICAO, the UN Agency charged with supervising the orderly development of civil aviation in the world. 1966 witnessed political skirmishes in Uganda heralding the onset of political turmoil in the country. The wars of liberation and the attendant political instability that characterised the 1970s and 80s had a toll on the country's aeronautical infrastructure.



Customs clearance at Entebbe in 1950

In 1971 Idi Amin took over government. The same year, the E. African Community opened the region's first aviation training Academy at Soroti. The Academy trained the finest breed of Pilots and Aircraft Maintenance Engineers on the continent. While it survived the community wind-up in 1977, its standards and rating continued to fall due to poor financing and departure of its senior instructors, who were the backbone of its first six years of excellence.

The Airport hit the global annals of history for being the scene of a daring rescue mission by elite Israeli troops who rescued over 100 hostages hijacked by a group of Palestinian and German militia in 1976.

With the East African Community busting in 1977, the aviation industry in Uganda took the brunt of its demise. The Directorate of Civil Aviation (DCA) and Uganda Airlines were formed to fill the service gaps left by the Community's sudden collapse. The National Airlines growth path was crossed by a series of incidents including the tragic accident of a B707-388 at Fiumicino Airport in Italy in 1988. In April 1979 another B707 had been destroyed by the Tanzanian Army during the liberation war, bringing the Airlines fleet to its



*MIG 21 Fighter Planes for Uganda Airforce (1976):
Most of these were later destroyed during the Israel rescue mission*

knees. The Twin Otters, Cessnas and Cherokees that the Airline boasted of folded their wings in worrying succession, leading to the Airlines liquidation in 2001.

ENTER CIVIL AVIATION AUTHORITY

Faced with isolation by international air operators due to a poor aviation safety and security record, Uganda established the Civil Aviation Authority

(CAA) in 1991. Its mandate was clear – promote the development of a safe, regular and efficient civil aviation industry in and outside Uganda. The challenge was clearly cut out too - to create an environment in which the air transport industry could develop and flourish in a stable, efficient and economic manner. The greater challenge included the restoration of the dilapidated aeronautical infrastructure to acceptable international standards, the refurbishment of airport facilities and services and changing the mindset of the staff to embrace the new development.

The Authority's plans were beset with financial woes. Given the low traffic that stood at a dismal 118,000 international passengers at the time, CAA's revenue was no match to the financial requirements for improving the basic infrastructure.

Government stepped in with a grant of USD 27.3 Million from the Danish Government and a loan of USD 24 Million from Spain. The funds greatly improved the infrastructure, equipment and plant at Entebbe International Airport, attracting 21 international air operators back to Uganda by 2012 up from 9 in 1991. New Staff were recruited, with training made a regular programme. Between



Entebbe Airport (1963): Appearance after the Terminal Building expansion

1991 and 2001, CAA refurbished the passenger terminal building and gave a new lease of life to the aeronautical infrastructure.

FACILITY EXPANSION

The period 2001 to 2012 recorded faster growth than was projected. International passenger numbers sprung from 118,000 in 1991 to over one million by 2011. This growth target had been projected to be realised in 2016. CAA shifted its head office to new premises in August 2005, to create space for Airlines at the passenger terminal.

In 2007 CAA joined the rest of the country to host CHOGM 2007. A substantial part of the revised Master plan adopted in 2002 was implemented in preparation for CHOGM. Two passenger boarding bridges were installed, the Arrivals Hall was expanded and equipped with escalators and longer baggage reclaim belts. In the aviation safety area, a state-of-the art Air Traffic Control Radar was procured. The Rescue and Fire-fighting section was boosted with a high speed rescue boat. To facilitate airport users, a Departures concourse was refurbished and a Departing passenger Handling System installed to enhance check-in speed and efficiency.

In anticipation of the growing VVIP numbers to the country, a modern VVIP Terminal was constructed, complete with a packing Apron to accommodate 40 executive jets. Aviation fuel storage capacity was also expanded from 4.5 Million to 7.5 Million litres, enough to keep current operations running for 21 days.

THE FUTURE

The 50th Anniversary of the country's independence brought with it fresh challenges. Uganda is increasingly becoming a formidable player in regional and international affairs.

The country was also voted the best 2012 tourism destination in the world. Entebbe International Airport also won the 2012 Routes Africa award as the best marketed, having attracted four international Airlines in 2011. With passenger numbers growing at annual average of 10%, the current capacity will need urgent expansion. In tandem with passenger and Airline expectations, the Authority is developing a national Civil Aviation Master Plan (CAMP) that will focus on infrastructural expansion efforts. The plan inter alia envisions an expanded passenger Terminal building, a new Cargo Terminal, an aircraft maintenance Centre and a new fuel farm.

The upcountry airfields at Arua, Gulu and Kasese are planned for elevation to international status. The Master plans and engineering designs for Gulu and Kasese are in place with their development costs put at US\$ 59 Million and US\$ 57 Million respectively.

The discovery of oil in Uganda also means that Entebbe could witness rapid increases in technical stop-overs for especially refuelling. The next development phase will witness huge investments in technology, the human resource and mechanisms for compliance with the ICAO Standards and Recommended Practices. Developments in the industry for the next fifty years will heavily depend on cooperation, consensus, compliance and commitment. Cooperation and concensus in order to provide the aviation system with vital infrastructure, compliance with the elaborate international regulatory regime and commitment to CAA's Vision to achieve maximum compatibility between aviation development and its impact on the environment.



TRADE UNIONISM IN UGANDA@ 50 YEARS



By Anne Adeke, National Treasurer, ATGWU

While pre independence ended in 1962; the trade union movement in Uganda begun as early as 1938. The Transport and General Workers' Union, whose parent Union was founded in 1922 in Britain later came to be known as the Amalgamated Transport and General Workers' Union (ATGWU).

Because of the masses behind trade unions, it was very important at that time for any political party to relate with trade unions. Although UPC in the early 1960s was unable to mobilize in the urban areas, the trade unions which were by then the Transport Union and the Uganda African Farmers Union were led by non-Ugandan immigrant workers. This contributed to the independent Uganda government's hostility toward the trade unions and enhanced political recruitment in the urban areas. Around independence, Ugandans like the late I.K Musaaazi took over full control of trade union leadership. At 50 years, is it still important for political parties in Uganda to form viable relationships with the

is in excess of its demand. The possible solution would be to reduce the labour supply by exporting labour and the President's suggestion of accelerating job creation.

A study by Roger Scott, 1966 entitled the Development of Trade Unions in Uganda reported that, the labour movement in East Africa has been unjustly neglected. He meant that, trade unions are very important organizations to the workers, employers and Governments of East Africa but little was known about this. In 1973, the Idi Amin Military Regime despite its infamous record of dictatorship and oppression issued Decree No. 29 of 1973 which effectively restored the Uganda Workers' labour rights of associating themselves into a central umbrella organisation. The decree gave birth to NOTU whose objectives include creating harmony among trade unions and their members and coordinating labour activities among many others. NOTU is currently the most



Mr. Usher Owere, the chairman Amalgamated Transport and General Workers' Union (left) hands over a copy of the Workers' Voice magazine to a Chinese official at an international convention.

trade unions? What will be the impact on workers?

The first trade union called the "Uganda Motor Drivers' Association", was formed in 1938 by James Kivu assisted by Ignatius K. Musaaazi who later became so prominent in Uganda and Buganda's politics and, was honoured later by the Government and buried at the Hero's square at Kololo. Later on when it was ascertained that the motive behind the strikes and riots was politics and not economic; leaders like J. Kivu and I. K. Masaaazi were deported to Karamoja and the Union had to wind up its activities.

When Musaaazi and others were released in 1946, they continued to pursue union values. As a result in 1949, the Transport and General Workers' Union was re-registered. Musaaazi and his group continued with the struggle for political independence as reflected in the 1949 strikes and riots, causing total ban of trade unions. It is evident that political independence best moves with financial independence. Unless there is financial independence, political independence cannot be enjoyed fully. Before independence Musaaazi and his team gave workers Political Independence, now at 50 years Owere Usher and his team should give workers Financial Independence.

Between 1949 and 1952, there was still general interest in forming trade unions without political connotations. There was economic prosperity plus an unsatisfied demand for labour. Local labour was inadequate and uncompetitive. At 50 years the reverse is true. Labour

representative labour centre in Uganda with over 20 labour union affiliates. NOTU is referred to as a Non-Profit Labour Organization that represents millions of Ugandan workers and works with labour unions and community groups in all the districts of Uganda.

As we celebrate the 50th anniversary of our independence, I move that Uganda adopts the following:

First is to see that the outdated minimum wage is reviewed, the government of Uganda ratified the ILO Convention 26 of 1928 on minimum wages and Uganda domesticated it through the Minimum Wages Advisory Board Act, which can be traced back in the 1930s. Since the 1990s, little effort has been made to review the minimum wage.

Second, Industrial Court was expected to commence its activities on 1st May 2010. Justus Lyatuu reported in March 2010 under the Business, East Africa, Labour, Legal Affairs, Uganda that, Uganda would soon have an industrial court that will be responsible for the arbitration of differences between employers, employees, trade unions and the government.

Third, the National Social Security Fund is a National Saving Scheme mandated by Government through the NSSF Act, Cap 222 to provide social security services to employees in Uganda. It was established by an Act of Parliament (1985) to provide for its membership, payment of contributions to, and payment of benefits out of the Fund. We therefore give NSSF time to execute its mandate than subjecting it to unproductive competition.

CONSERVE UGANDA'S BEAUTY AS WE CELEBRATE 50 YEARS OF INDEPENDENCE

By Susan Nankabirwa
Aviation Security

Conserve our homeland!

Our homeland which was once all green,

Many parts are now dry yet we know how to avoid it.

Look around your home,

Take a second look at the natural vegetation and plan ahead,

What can you do to save the environment!

Oh fellow Independent Ugandans! Let's spare all trees,

Do not cut them down. No, no!

Lakes and Rivers,

Swamps and Hills,

Land and Air space

Should all be free

To spare and save the environment.

Think of those who will come tomorrow,

How will they live when the land is dry?

Think of our future,

Mankind who will pay for your deeds.

Think of your own born children,

How will they live in the Desert?

Think of those coming after you,

Save their future for yours and their benefit.



50 YEARS OF A SINGLE LANE

WELCOME TO ENTEBBE AIRPORT



By Ignie Igunduura



Entebbe draws its name from the famous local Chief Mugula, renowned for administering justice from his rocky judgement seat, Entebbe za Mugula.

For avoidance of biting their tongues, as they did with several other local names in Uganda, the colonial administrators cut it to Entebbe.

To connect the commercial centre in Kampala to the peninsula baptised Entebbe, the local chiefs walked the white master through the winding route frequented by hunters and fishermen. Little did the local chiefs know that they were mapping what would be the country's main artery to the capital.

Entebbe-Kampala road has seen it all! From Popes to Presidents, the Genius to Generals, Gold medallists to Gold diggers, the single-lane that Entebbe road is with the attendant traffic growth since Independence exerted tremendous impact on the road. Today, one must budget for a minimum of two hours between Entebbe and Kampala, in a private car.

The private car transport mode is more popular with Ugandans. Seen as a status symbol, the car like to many Airport s worldwide, is the more available and common means.

The Rail-Air System:

Considering the growth in both the human and vehicle population in Uganda, the national multi-modal transport Master Plan must be fast-tracked. The global trend is to connect international Airports to the rail and sea. Connection to the rail however takes into account the legacy of the private car which fosters the building of low density offices and residential developments.

The railway will only be cost-effective if it is servicing, on top of the Airport, large population densities along busy corridors. Uganda's transport planners must therefore re-focus on a fully integrated transport structure that will spread the Airport access load between the private car, hired limos, buses as well as the railway system. Marine services on L. Victoria would be the second best bet.

Rail-air services should be considered. The two could code-share

where railway services to and from Entebbe Airport carry on Airline designator as well as the Railway company's code. Passengers can be encouraged to opt for rail by claiming frequent flyer points.

France was perhaps the pioneer in this direction with its high speed TGV technology. Lyon was the first Airport to use a high speed rail service in 1994.

The Baltimore/Washington International opened a railway service in 1997. In Japan, Narita International Airport, 66 kilometres outside Tokyo accessed the railway link in 1991. Trains from Narita connect passengers to Yokohama and Shinjuku. Italy's Rome Fiumicino Airport was connected in 1990 with trains running a non-stop service to the main station at Termini. The examples are many for Uganda to learn from.

The Air-Sea Option:

Entebbe Airport enjoys the strategic location at the shores of the lake. With a well planned and developed marine transport system, passengers and cargo to and from as far as Masaka and Jinja could be connected on the system. Singapore and the United Arab Emirates became important sea-air trans-shipment centres as a result. Dubai has grown in leaps and bounds with the bulk of its cargo coming through Port Rashid container terminal, by sea. Lake Victoria could turn Entebbe into a regional cargo hub.

Entebbe is soon to be serviced by an express highway which is a good development. This however is a short term relief. The next 50 years will pose a major challenge not only for the country's international gateway, wherever it will be, unless a multi-modal transport system is planned now.

The ultimate should be a transport structure that is fully integrated, both physically and in information dissemination and distribution terms, to efficiently and promptly meet the needs of the travelling public.

As air transport grows in Uganda and the region, increasing congestion and pollution will bring home the urgent need to establish sustainable mobility. The integration of air travel with surface modes of mass transportation can no longer be held back. Into the equation must be other alternatives if the international gateway is going to serve its purpose. And that must start now.

See you at the 100 years celebration.



THANK YOU CAA

Dear Editor,

This is to inform you that on behalf of the parents, school, management committee, staff and pupils, I would like to take this opportunity to thank you for the donation of One Million Uganda Shillings (1,000,000/=) to Namasuba Muslim Primary School.

The money was put to good use as we managed to buy 18 desks for the students. The school is now able to comfortably sit about 100 pupils during class time.

May the Almighty Allah reward you all abundantly.

Sserunkuma Bashir
Head Master
Namasuba Muslim Primary School (UMEA)

Kudos CAA for successfully hosting the 18th APIRG and 1st RASG Meetings

Dear Editor,

I wish in a special way to commend the Civil Aviation Authority for successfully hosting the 18th African Indian Ocean Regional Planning and Implementation Group (APIRG) and the 1st Regional Aviation Safety Group (RASG) meetings in Kampala in March 2012 in conjunction with the International Civil Aviation Organisation (ICAO).

The success of these meetings demonstrated the enthusiasm, zeal and hard work that the staff at CAA put in to maintain the highest standards of service in many ways.

It is my hope that CAA and Entebbe International Airport continue to grow to host even bigger aviation meetings such as the upcoming Routes Africa and other aviation summits that will help position Uganda as a big player with a bright future in the aviation industry.

I was also delighted by the support that Government and its Agencies extended to CAA in ensuring that all went well. This is the way to go. Such activities will ultimately boost tourism, travel and economic development for Uganda.

Benjamin Mugema



FAREWELL

Dear Editor,

I am happy to inform you that my tour of duty to the East African Community and in Uganda ended on 31st May 2012. With effect from 1st June 2012, the East African Community Civil Aviation Safety and Security Oversight Agency (CASSOA) will be led by the next Executive Director, Mr. Barry Arrington Kashambo, who was appointed by the Council of Ministers during the 19th Extraordinary Meeting, held in Arusha in April 2012.

I was blessed to have been given the opportunity to serve the people of the East African Community and in particular the aviation industry in the region by being the first Executive Director of CASSOA. This gave me an opportunity to work with distinguished professionals in and outside the region, within and outside the aviation industry. All of you remain very special to me as you became in one way or another; friends, role models, experts and advisers in my professional and social life.

I must admit that the challenges which go with establishing an institution and providing it with strategic direction would not have been easy if it was not for your support and the positive role each one of you played in the process. Your advice, suggestions and constructive criticisms were all valuable and enabled me to discharge my duties to the best of my ability.

The five years at the East African Community gave me an opportunity to learn one thing; that our challenges in the aviation industry cannot be resolved individually but rather collectively through public, private, industry and most importantly, as a Region. I therefore pledge to be available for the industry in the Region.

Lastly, it is my humble request that you extend even greater support to my successor, Mr. Barry Arrington Kashambo to ensure continuity in building a robust aviation oversight system in the Region.

Mtesigwa Omukwaya Maugo



UK Donates Security Equipment worth over 160,000 USD to EIA



The British High Commissioner to Uganda, H.E. Martin Shearman hands over Security Equipment to CAA's Deputy Managing Director.

Civil Aviation Authority received two Itemiser DX Explosive Trace Detectors (ETDs) worth over 160,000 US dollars from the United Kingdom, which also provided training for the equipment's operators and Maintenance staff. The equipment is for use at Entebbe International Airport.

Installation of the Explosive Trace Detectors (ETDs) and training

of staff was carried out by an Engineer from the manufacturers - Morpho Limited. Fourteen (14) CAA Aviation Security and other technical staff benefitted from the training.

In addition, the UK Government also offered training to CAA in ETD Operations, X-ray screening and Physical search of baggage and people.

Thirty (30) Aviation Security staff undertook the ETD training and another thirty (30) staff benefitted from the advanced X-ray and Physical Search courses.

The British High Commissioner to Uganda, H.E. Martin Shearman handed over the training Certificates to participants of the two training programmes at Entebbe International Airport's VIP Lounge.



The British High Commissioner to Uganda, H.E. Martin Shearman (second right) in a group photo with the Aviation Security Trainees.

The British High Commissioner to Uganda, H.E. Martin Shearman (left) hands over a certificate to one of the Trainees

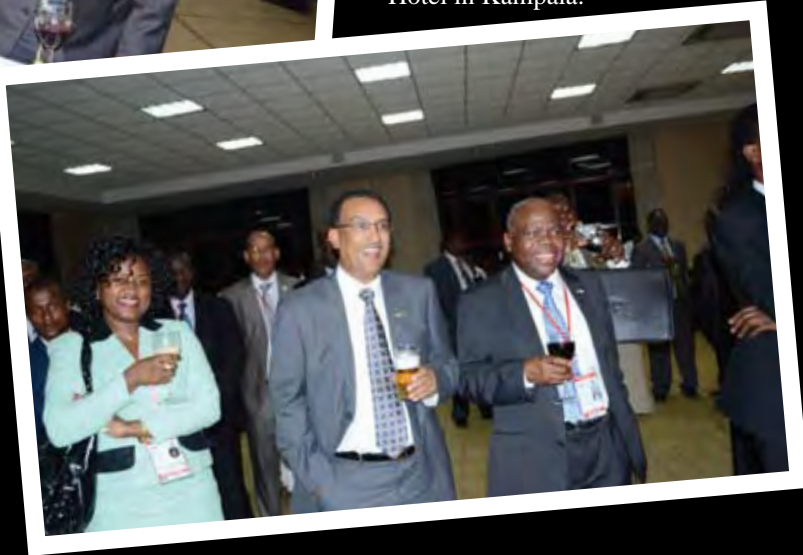


P I C T

The International Civil Aviation Organisation (ICAO) Secretary General Raymond Benjamin (left) cuts a cake with the Minister of Works and Transport, James Abraham Byandala at a welcome cocktail in honor of ICAO AFI Planning and Implementation Regional Group (APIRG) Delegates held at Imperial Royale Hotel. Guests enjoying themselves at the ICAO AFI Planning and Implementation Regional Group (APIRG) meeting welcome cocktail at Imperial Royale Hotel in Kampala.



Guests enjoying themselves at the ICAO AFI Planning and Implementation Regional Group (APIRG) meeting welcome cocktail reception at Imperial Royale Hotel in Kampala



FACE THE PRESS: A delegation comprising of the ICAO Secretary General, Raymond Benjamin (fourth left) and the Minister of Works and Transport, James Abraham Byandala (fourth right) address the press on the first day of the ICAO AFI Planning and Implementation Regional Group (APIRG) meeting at Imperial Royale Hotel in Kampala.



US Secretary of State, Hillary Clinton disembarks on arrival at Entebbe International Airport at her most recent visit to Uganda lately.



O R I A L

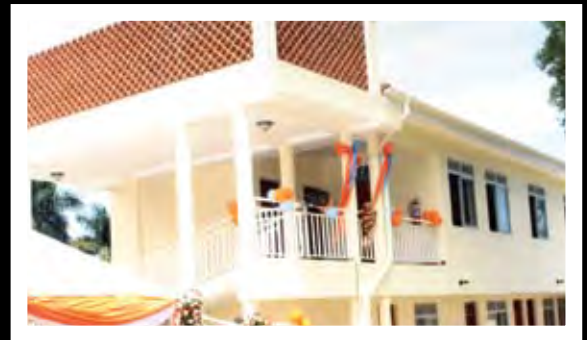
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Members of staff keenly follow the proceedings at the launch of the Life Raft (right) at the Marine Station in Entebbe.



A group photo of CAA staff that participated in the Labour Day Celebrations held in Gulu earlier this year



The Civil Aviation Safety and Security Oversight Agency (CASSOA) Annex Building that was recently commissioned as an extension to their Headquarters in Entebbe.



TOURISM: Delegates to the International Civil Aviation Organisation (ICAO) AFI Planning and Implementation Regional Group (APIRG) and Regional Aviation Safety Group (RASG) meetings enjoy themselves at the Source of the Nile in Jinja.



AWARDWINNERS: A group photo of East African Legislative Assembly Speaker, Hon. Margaret Zziwa (Centre, back row) with regional aviation personalities that were recognized for distinguished service in the industry by CASSOA. They include CAA Board Chairman, Zephaniah Baliddawa (fourth right) and former Managing Director, Ambrose Akandonda (fourth left).





CAA's Deputy Managing Director, David Kakuba (Centre) addresses the media about Entebbe International Airport's winning of the award at Imperial Royale Hotel. Left is Manager Public Affairs Ignie Igunduura and Manager Marketing and Commercial Services, Tom Wasswa (right).

ENTEBBE INTERNATIONAL AIRPORT WINS AFRICA AIRPORT MARKETING AWARD

Entebbe International Airport won the 2012 Routes Africa Airport Marketing Award for Excellence in Airport Marketing in recognition for attracting the highest number of new reputable air operators in 2011.

The Award was received by the Civil Aviation Authority's Deputy Managing Director, Mr. David Mpango Kakuba who led a delegation comprising of Mr. Ignie Igunduura, Manager Public Affairs, Mr. Tom Davis Wasswa, Manager Marketing and Commercial Services and Mr. Christopher Kasozi, Senior Economic Regulation Officer at the Kempinski Resort in Seychelles during a Routes Development Convention that ran from 8th – 11th July 2012.

Some of the new air operators that recently graced the Ugandan airspace include Qatar Airways, Turkish Airlines, NasAir and Gulf Air.

The Convention was attended by delegates from African Airports, Airlines, Aircraft Manufacturers, Tourism Authorities and Airports Council International (ACI). The selection for the various award winners was done by Airlines.

The African Routes Awards were the final ones of the regional heats of the Routes Airport Marketing Awards 2012. As winners of the regional event, Entebbe International Airport is automatically shortlisted for the most prestigious awards in the industry, the World Routes Airport Marketing Awards which

will take place at World Routes in Abu Dhabi from 29th September to 2nd October 2012.

The latest international recognition award comes on the heels of back-to-back accolades previously won by CAA as the best Aviation Authority in Africa in 2003 and 2004. In 2010, Entebbe Airport also won the *International Routes Airport Marketing Award* for excellence in Airport Marketing.

CAA Uganda also won the bid to host ROUTES AFRICA 2013 in Kampala in July 2013. This followed a visit by an official from the ROUTES office in London, UK to Uganda to ascertain the level of readiness by CAA and quality of facilities in Uganda.



A group photo of the Search and Rescue Sensitisation Workshop participants

CAA engages stakeholders in Search and Rescue Sensitisation Workshop

By Benjamin Mugema

The Civil Aviation Authority held a Search and Rescue Stakeholders' Sensitisation Workshop at Hotel Africana in June 2012 at which stakeholders were exposed to the new challenges facing the arduous task of searching and rescuing victims of an air crash.

Opening the Workshop on behalf of the Minister of Works and Transport, the Acting Director of Transport at the Ministry of Works and Transport (MOWT), Mr. Godfrey Wandera emphasised enhancement of safety in aviation operations.

He expressed optimism that the formidable team of stakeholders at the Workshop would dissect it and transform the new proposed Search and Rescue plan.

"I commend the organisers of this Workshop for being proactive. As air traffic in and out of Uganda continues to grow with an international passenger throughput of 1,085,609 in 2011 compared to a paltry 118,527 in 1991, it is imperative that all efforts towards ensuring maximum readiness in case of an emergency are adequately shared," he added.

In order to ensure timely and collective response to emergencies National Search

and Rescue (SAR) Committee comprised of the Ministries of Defence, Internal Affairs, Disaster Preparedness, Water and Transport, Local Government, Justice and Constitutional Affairs and Health was formed. Other members of the SAR Committee include Airline operators, Uganda Wildlife Authority, Uganda Revenue Authority's Customs



CAA's Director Safety, Security and Economic Regulation, Sam Muneeza makes closing remarks at the end of the Workshop

department, the Red Cross Society, National Forestry Authority, the Information and Communication Technology Sector (ICT) and CAA.

Speaking on behalf of the Authority's Managing Director at the closing ceremony, Mr. Sam Muneeza the Director Safety, Security and Economic Regulations said "aviation being a highly specialised discipline called for

regular interactions among stakeholders". He was optimistic that with the implementation of the recommendations suggested by the stakeholders, the industry would record better performance in handling emergencies.

Search and Rescue is a service rendered to persons in distress after an unfortunate air crash or incident. It involves finding them, evacuating them from danger and providing them with initial medical or other needs and delivering them to a safe place.

The workshop was organised in line with article 25 of the convention on International Civil Aviation Organisation (ICAO), the International Aeronautical and Maritime Search and Rescue and the Civil Aviation Statute 1994, which requires all ICAO member states to have a fully functional and supported National Search and Rescue Plan.

The stakeholders included, the Ministry of Justice that of Works and Transport, Telecommunications services providers, Police, Uganda Peoples' Defence Forces (UPDF). Other participants were from National Forestry Authority (NFA) the Local government.



ETHIOPIAN AIRLINES' DREAMLINER PLIES ENTEBBE ROUTE



Entebbe International Airport is one of the few African Airports to host the gigantic Dreamliner aircraft. Ethiopian Airlines' state-of-the-art Boeing 787 aircraft made its inaugural landing at Entebbe on Tuesday 14th August 2012.

"For us as Africa, it is a sense of pride," said Regasa Ermejachew, the Ethiopian Airlines Country Manager. She added that the arrival of the world class aircraft also raised the standards of the industry.

The Dreamliner will be operated by Ethiopian Airlines on rotation basis to destinations such as Kilimanjaro, Mombasa, Harare, Lusaka, Nairobi, Lagos, Johannesburg, Abuja, Malabo, Douala, Accra, Mumbai, Rome, London, Frankfurt and Entebbe.

The aircraft is a long range mid-sized wide body, twin engine jet. It seats 210 to 290 passengers.

The new development adds to the growing significance of Entebbe and Uganda as a major tourist destination.



Jubilations as Entebbe International Airport's General Manager, John Okalany cuts the tape at the launch of the Dreamliner Aircraft (above).



The interior of the Dreamliner Aircraft

ERITREANS FLY TO ENTEBBE



Nas Air's Boeing 737-200 that flies to Entebbe.

By Shamilah Seyiga

An Eritrean based carrier, Nas Air commenced scheduled flights twice a week between Asmara and Entebbe on the 17 May, 2012. The colorful launch at Entebbe International Airport was presided over by the General Manager, Mr. John Okalany who

welcomed the airline and pledged Civil Aviation Authority's support to the airline's operations.

NAS Air's Chief Executive Officer, Nasreddin Ibrahim said they were "incredibly delighted to have launched flights to and from Entebbe International Airport," making it the Airline's 11th destination.

He also added that this was one way through which Uganda would be connected to Asmara and the Airline's other destinations including Khartoum, Nairobi, Juba, Dubai, Saudi Arabia, Cairo, Bamako and Chad.

"Our aim is to ease interconnectivity to boost trade and tourism between Uganda and Eritrea," he added.

The Airline commenced its operations with a B737-200 aircraft due to fly to Entebbe on Wednesdays and Saturdays.

THE PERSONAL ASSISTANT, THE PULSE OF THE OFFICE

By Olivia Karundu

It is easy to underestimate the Personal Assistant (PA)'s input in the organization's achievement. The administrative professional job is a vital part of the organization's structure. The role of an administrative professional is to keep the office organized and ensure that everything runs smoothly. It can also best be described as the cog that keeps the wheel turning. This article is dedicated to this irreplaceable, indispensable resource, the Personal Assistant.

Technology has been seen as threat to the Personal Assistant but no gadget would ever match this indispensable resource of a personal assistant. He/ She gives order to disorder, brings calm in mixed up situations. It is the Personal Assistant who miraculously and quickly avails that much needed idea to save a situation.

Over years, employers have found that the difference between a competent administrative professional and a great one is ATTITUDE. An administrative professional with a positive attitude can be the glue that holds the office together. On the other hand a negative administrative professional can make the workplace a living hell.

An administrative professional therefore needs to be organized, remain upbeat and calm, even when facing the pressure of frightening deadlines and stressful working conditions. Pleasantness and patience are key, but a willingness to take the initiative when the situation calls for it is just as important.

SERVICE BEYOND SELF

It is known that most of the administrative professionals spend 120% of their time taking care of everyone else's problems. The phone never stops ringing, you're continually responding to office emergencies and you spend half your time juggling one hot priority with the next. You rarely find time to give yourself the kind of rejuvenating lift that every professional needs from time to time.

CAA PARTICIPATION IN THE SYMPOSIUM ORGANISED BY RENAISSANCE CENTRE (IRC)

This year, three Executive Assistants (Irene/Olivia/Brenda) represented CAA in the symposium organized by The International Renaissance Centre (IRC) that took place at LAICO Grand Regency, Nairobi, Kenya, 17-21 September 2012.

IRC, whose Vision is "To excel as a leader in Human Resource Development" is the only organization in Africa which recognizes all PAs in Africa and encourages/ motivates them by appreciating their role through yearly award competition. The purpose of the symposium was to enrich and empower PAs with much-needed skills that will enable them be assets within their various organizations and take their career to greater heights.

IRC'S 2012 PERSONAL ASSISTANT AWARD IN AFRICA

IRC's 2012 Personal Assistant Award in Africa recognized the important role played by Personal Assistants in corporate productivity and also verified the skills and proficiencies needed by individuals for the competition.

The criteria that was considered when selecting the winner of the competition was that the PA must: Provide extraordinary support and continually think of ways to streamline, Process and improve performance; Exhibit exceptional leadership; Be Resourceful, Innovation or creative; Assume responsibilities far beyond the daily work; Provide quality control for the administrative processes and show great diligence; Conduct himself/ herself in professional manner at all times; Provide superior sustained service; Continually contribute to a positive and collaborative work environment; Deliver exemplary service to others especially in the profession. Nominees must participate in the symposium prior to the award ceremony.

CAA nominated Olivia and Brenda to compete with other participants from other countries totaling fifteen (15) for this prestigious "2012 Personal Assistant Award in Africa". Olivia and Brenda excelled and emerged among the first three. OLIVIA K. KARUNDU, Executive Assistant to the Director Safety, Security and Economic Regulation was awarded the 1st RUNNER UP and BRENDA NAMUDIRA, the Executive Assistant to the Corporation Secretary the 2nd RUNNER UP - 2012 PERSONAL ASSISTANT AWARD OF THE YEAR-AFRICA. They were honoured for their contributions to their employers (CAA) and the administrative profession. Lesotho scooped the winning award.



AWARD WINNERS: Olivia Karundu (left) and Brenda Namudira.

NSAMIZI RADAR STAFF PROMOTED

Three members of staff in charge of manning the Nsamizi Radar station were elevated from the rank of Captain to Major effective 30th March 2012.

The three promoted staff are Nobert Besiisira Akiiki, George Wilson Tuhirirwe and Elly Bwirizayo.

In a related development, Bwirizayo who is also the Officer in Charge of the Radar station was recognized at national level with the Luwero Triangle Medal which he received from the National Awards Committee Office in Kampala.





UGANDA HOSTS ICAO APIRG AND RASG REGIONAL MEETINGS

Secretary General shares a light moment with Ugandas representative to ICAO, Mr.Kabbs as a delegate from Dakar looks on.

By Sydney Ndyamuhaki

Uganda successfully hosted the International Civil Aviation Organization (ICAO) 18th African Indian Ocean Regional Planning and Implementing Regional Group meeting (APIRG) and the 1st Regional Aviation Safety Group (RASG) meeting at Imperial Royale Hotel in Kampala from 26th to 30th march 2012.

The meetings which attracted over 250 delegates from Africa, the Indian Ocean and neighboring regions were graced by ICAO'S secretary general, Mr. Raymond Benjamin.

ICAO is a United Nations Agency charged with overseeing the orderly development of Civil Aviation in the world

Opening the workshop on behalf of the Prime Minister, the 2nd Deputy Prime Minister, Hon. General Moses Ali said, "Safety is the key tenet of the aviation industry and heavily influences government policy for the aviation sector."

"We could not therefore miss the opportunity to host the two important meetings, given our record and resolve to promote the growth of air transport in the region and the continent." He added.

He further told conference delegates that Uganda's discovery of oil should provide an incentive for investment in the country's air transport industry.



Delegates follow proceedings at the opening ceremony.

"I am made to understand that at these meetings you make decisions and conclusions. The Government of Uganda will be waiting to receive your conclusions, especially those that we must implement. We will examine the areas that need our intervention to ensure implementation," Gen. Ali concluded.

On his part, the Minister of Works and Transport, Hon. Eng. James Abraham Byandala encouraged the aviation experts to use the rare opportunity to discuss ways of reducing air accidents in the region.

"It is very heartening to host an assembly of experts from Africa meeting to plan and devise means of implementing vital decisions for the sake of aviation safety on the continent and beyond," said the minister.

"The visit by such important personalities like the ICAO Secretary General to the Pearl Of Africa, recently named by The Lonely Planet Journal as the best tourist destination in 2012 is historical," Eng

Byandala added.

He expressed optimism that Uganda would benefit from the two meetings by way of exposing many of its technical staff to the experience and expertise of the international experts.

At the meetings, Delegates discussed ways and means to improve aviation safety in the continent and beyond.

On his part, the ICAO Secretary General thanked the Government of Uganda for hosting the two meetings saying "ICAO was a ready and willing partner in the implementation of strategies to improve the safety record in the region."

Mr. Benjamin also pointed out that the objective of the two technical groups was to reach a consensus on Aviation Safety in Africa where too many lives are lost due to systematic deficiencies identified under the ICAO Universal Safety Oversight Audit Programme (USOAP) since 1999 to date.

The ICAO Chief added that aviation was a developmental vehicle to a country's economy but needed its safety oversight capabilities strengthened.

Mr. Benjamin, whose aviation career spans three decades, had the opportunity to visit tourist's sites such as Sezibwa falls and the source of the Nile in Jinja.

ICAO is a United Nations (UN) Agency charged with overseeing the safe and orderly development of Civil Aviation Authority in the world.

ICAO TO ADOPT NEW FLIGHT PLAN

By Moses Kaniike
Ag. Manager AIM & Met Liaison

Effective 15th November 2012, the International Civil Aviation Organization (ICAO) Flight Plan will change. The new format will meet the needs of aircraft with advanced capabilities. The new flight plan will also cater for the evolving requirements of automated Air Traffic Management (ATM) systems. This will take into account compatibility with existing systems, human factors, training costs and transition aspects.

The global change to the new Flight Plan comes as a result of Amendment No.1 to the Procedures for Air Navigation Services, as contained in the Air Traffic Management (PANS – ATM) Document 4444. The amendment comes in to support enhanced surveillance and navigation systems used in modern times. In the amendment, ICAO has made several changes to the standard items of the Flight Plan which affect flight data and its validation.

The transition to the new model flight plan will impose some operational and technical requirements. The Directorate of Air Navigation Services (DANS) has in this respect put in place a New Flight Plan Transition Task Force (FPLT T/F) that is also representing Uganda on the Africa Indian Ocean Flight Plan Task Force (AFI FPLT T/FT), to ensure that the transition handled smoothly.



ICAO Headquarters

With the implementation of the New Flight Plan 2012, Uganda Civil Aviation Authority's Airspace Management System (AMS) at Entebbe Area Control Centre (ACC) will be upgraded to support the new changes. It is expected that by the end of the up-grade process, the user terminals will contain a new look to reflect the New Flight Plan.

Stakeholder's contributions highlighting challenges and developing recommendations are of vital importance in the new plans implementation. In this regard, the FPLT T/F has already embarked on sensitization seminars to bring all stake holders on board. Two such seminars were held on 19th January and 8th February 2012 for staff and stake holders respectively.

UGANDA EXCITES AVIATION EXPERTS

By Shamilah Seyiga

Uganda's stunning beauty and its people's warm hospitality took centre stage as 250 aviation experts flew into the country for week-long meetings. The first Regional Air Safety Group (RASG) meeting started on 26th March 2012 and ended on 27th March 2012 while the AFI- Planning and Implementation Group Meeting commenced on 2nd March and ended on 30th March 2012 at the Imperial Royale Hotel in Kampala.

The grand opening ceremony set the mood for the conference. You could feel the mood was right as the Third Deputy Prime Minister, Gen. Moses Ali, the International Civil Aviation Organization's (ICAO) Secretary General, Mr. Raymond Benjamin and the Minister of Works and Transport, Hon. James Abraham Byandala walked into the conference hall amidst thunderous music from the

Uganda Police brass band. Day two was even more enchanting as delegates were treated to a sumptuous dinner at Speke Resort Munyonyo. The candle light dinner bills were picked by Air Traffic Navigation Surveillance (ATNS) from South Africa. ATNS has its back-up maintenance centre in Entebbe.

An assortment of local and international dishes complimented exquisite performances by the Ndere Cultural Dancing Troupe confirmed Churchill's definition of Uganda.

With the business done, the delegates were given a perfect send off, a tour to the Source of the mighty Nile in Jinja. They took boat rides, photographed every living thing and wrecked the crafts market. For many, it was their first and probably last time to visit the source of Africa's longest river.



Ndere Cultural Dancing Troupe entertaining guests at Speke Resort Munyonyo



Some of the ICAO Delegates sailing to the Source of the Nile in Jinja.



CASSOA EXECUTIVE DIRECTOR'S VISION

Aviation Forum's Joan Kamwesigye (right) interviews CASSOA's Barry Kashambo

Mr. Barry Arrington Kashambo is the new Executive Director (ED) of the East African Community Civil Aviation Safety and Security Oversight Agency (EAC-CASSOA). He replaced Mr. Mtesigwa Maugo who retired at the end of May 2012. Aviation Forum caught up with Mr. Kashambo as he was settling in to seek his views of the industry and the tasks ahead.

An old boy of Ntare School, Barry as he is commonly known, served the Civil Aviation Authority (Uganda) for 21 years as an Airworthiness Surveyor. He holds a Master of Science (MSc) in Aviation Safety Management from the City University of London. He also attended several prestigious courses covering aviation safety and accident investigations. As a precursor to his career, Barry qualified in Aircraft Maintenance Engineering at the East African Civil Aviation Academy, Soroti.

Aviation Forum's **Joan Kamwesigye** and **Benjamin Mugema** sounded him out on a number of industry issues and his view of the future. Below are excerpts from the Question and Answer interview.

Question (Q): Mr. Kashambo, congratulations on your appointment. How do you feel in the new office, and how is it going so far?

Answer (A): It feels good to be at the helm of CASSOA. Mr. Maugo set a good and stable foundation and I want to see it improved and enhanced. I have a very wonderful team coupled with a supportive

Board. We have very good co-ordination and teamwork between CASSOA and the East African Community.

Q: Tell us, in a nutshell what CASSOA does, and the different activities it is involved in.

A: CASSOA was created through an EAC protocol to promote the safe, secure and efficient use and development of civil aviation within and outside partner States. Our different roles include; harmonising the regulatory regime and strengthening the institutional framework of partner states, assisting states to comply with ICAO (International Civil Aviation Organisation) SARPS (Standards and Recommended Practices) and co-ordinating with Civil Aviation Authorities (CAAs) in the region. The primary role of CASSOA is to encourage partner States to work together and improve the aviation industry in the area of safety and security.

Q: You replaced Mr. Maugo, who we think did a commendable job as the first ED of CASSOA. As the first Ugandan ED of CASSOA, do you feel under pressure to deliver on your mandate?

A: Thank you for your recommendation for Mr. Maugo. It is true that he did a good job. He established CASSOA and set frameworks for its operations for which the EAC is very grateful. He has made CASSOA a model Regional safety and security oversight agency which the rest of the African continent is trying to emulate.

However, I don't feel under any pressure. I have experience and competence to do the job and there is the great support from the staff and the Board. I take this responsibility as an East African and not necessarily as a Ugandan. But it is still an honour for me to be here and I think that next Ugandan to be in this position might be after a long time.

Q: As the new ED of CASSOA, what are your immediate priorities?

A: There are several ongoing projects in CASSOA, both technical and physical which are of great priority. Technical projects include harmonising the institutional framework of complying with State Safety Programmes (SSPs) and management and also having the European Coordination Centre for Accident and Incident Reporting System (ECCAIRS) at all CAAs in the region as recommended by ICAO.

We have also expanded our offices in Entebbe and completed our Annex building. High among my priorities is the liberalisation of the East African airspace, making sure (aviation) security is given priority, harmonising the East African Personnel Licensing Examinations and establishment of the Centre for Aviation Medicine to be located in Nairobi as part of CASSOA. I also want to ensure that coordination and cooperation is continued and strengthened among the regional Civil Aviation Authorities.

Meeting some of our major challenges such as strengthening and expanding funding mechanism to meet CASSOA



CASSOA's Executive Director Barry Kashambo in Office

objectives and staff recruitment and retention to improve the technical abilities and competence of CASSOA is one of my most important priorities. Above all, it is envisaged that CASSOA will be able to assist significantly in the implementation of the East African Common Market Protocol and the development and growth of the tourism industry.

Q: CASSOA coordinates regional aviation safety oversight. Looking at the recent fatal air accidents in greater Africa (Nigeria, Ghana and most recently, Kenya), what strikes you as the missing link in Africa's safety performance?

A: CASSOA's primary role is to ensure compliance with ICAO SARPS in regard to certification and licensing of personnel in the East African region. The ultimate goal is to reduce incidents and accidents. We continue to work to strengthen safety and security oversight and it is my belief that with a strong CASSOA, we can proactively eliminate these occurrences. Of course it is almost impossible to completely eradicate accidents but we are putting in place systems to mitigate them. It is however unfortunate, that such tragic events continue to happen. Investigations are still going on and in relation to what happened in Nigeria, Ghana and Kenya, we hope for reports that will help improve our performance as a continent.

Q: There is growing interest in aviation in East Africa. How are you going to ensure that safety and security concerns are made a priority by all airlines and airports?

A: It is a good thing that the aviation industry is playing a major role in trade, tourism and the movement of people within the region. As CASSOA, our priorities are to make sure regulations are enforced and harmonised in line with ICAO SARPS as implemented by airlines, airports, service providers and other stakeholders. As it is, CASSOA wants to be a part of these developments for

the East African region.

Q: The region, following the establishment of CASSOA, seems to be attractive to major players in the industry. Is there risk that the work of CASSOA might in the future be undermined by other international bodies?

A: No. We do not foresee any risk. To the contrary, we see it as an opportunity for our roles and mandate to be further strengthened by participation of other bodies in the East African aviation industry. It is also an opportunity for the regional body to grow.

Q: Any views on the planned revival of Uganda's national Airline?

A: CASSOA does not participate in the formulation of national airlines; our responsibilities are primarily focussed on safety and security oversight. However, we feel that it would be a good idea for Uganda and East Africa. Also, our role would be made much easier with the formation of a national/regional airline. The glory of the days of East African Airlines continues to linger in our minds.

Q: What are the benefits of having the CASSOA headquarters in Uganda?

A: Uganda is lucky to host four out of five of the EAC institutions. Uganda stands to benefit greatly from this proximity to the headquarters of EAC institutions in various ways. In regard to CASSOA, the location gives Uganda CAA closer collaboration with the technical expertise of CASSOA. It also gives Uganda the much needed boost

in the development of its aviation industry. That said however, with modern technology and given the provisions in the protocol that established CASSOA, all member states are to benefit equally. We hope to have other departments hosted in other Partner States in the near future.

Q: What are your memories at the Authority? And how about at CASSOA?

A: It feels good (smiles). I greatly value my time at CAA. It was quite a memorable experience especially the transition from my wooden block office at the Ministry of Works and Transport under the Directorate of Civil Aviation (DCA) to the glamorous CAA headquarters at Entebbe International Airport. During my 21 years at CAA, I participated in several activities including incident and accident and investigations such as that for Gen. John Garang's helicopter crash and Jet Mwebaze in the Rwenzori Mountains. I was also on the teams for the harmonisation of regulations and guidance material the East African region which culminated in the formation and establishment of CASSOA and participated in providing advice to the government for aircraft procurement and safety oversight of the same. I am humbled by the steady and systematic elevation by the Almighty God from an Airworthiness Surveyor at CAA to the ED of EAC-CASSOA. God is always faithful!!

Q: And at the UN?

A: My stay at the UN was not very long but provided very good exposure. I sometimes worked in harsher environment with people from different backgrounds and different languages in the Democratic Republic of Congo (DRC). This experience helped me to work towards improved relations between the UN and CAA (and other aviation regulatory bodies) and also to put into action the experience gained at CAA on an international platform.

Q: Lastly, Mr. Kashambo, what are your long-term plans for the Regional Agency?

A: My long-term plans for CASSOA include propelling the growth of the Agency activities in terms of function, effective participation in the aviation industry with regard to technical competency and implementation of our mandate by qualified staff. I also want to achieve our objectives in supporting the aviation industry to play a significant role in trade and tourism in East Africa and the Sub-Saharan Africa region in a liberalised and harmonised environment.



ARE YOU A GOOD OR BAD BOSS?

By Hope Kamusiime
Manager Quality Assurance



A lot of people get promoted into management positions because of their skills and accomplishments yet they end up being bad bosses. I am sure you have experienced a bad boss at some point in your career, perhaps even more than one. Have you ever had the opportunity to work with a good boss? What makes a good boss good or a bad boss bad?

On the other hand, if you recognize a few of the bad boss traits in yourself, then cheer up. At least you see these traits as bad. Most bad bosses live in denial and will not admit that their subordinates think of them. It is important to work on eliminating your bad boss traits and improve on your good boss traits.

Here are the **top ten qualities that make a good boss**: If you find yourself accomplishing all the ten qualities then you are more than a good boss, you are a great boss.

1. **Communicates with their boss.** Every boss has a boss. In a small business it is your spouse, banker, investors, customers, and sometimes even your suppliers. In a larger business there are layers of management that require constant attention to make happy. Communicating with your boss is critical to getting ahead, getting anything done, and getting resources for your projects. A good boss communicates with their boss and does not leave them in the dark. A bad boss never provides anybody with enough information to understand what is going on.
2. **Prevents problems before they occur.** An ounce of prevention is worth a pound of cure. Yet many people spend most of their time fixing problems instead of taking preventive action. A good boss anticipates risks and pro-actively plans on how to prevent or minimize them using policies, procedures, and well-defined processes. A bad boss is constantly fire fighting and has no time (or skill) for fire prevention.
3. **Matches employee skills to the job.** Everybody is better at some things than others. A good boss seeks to understand how to put

an employee's capabilities to the best use. A bad boss puts people where they are needed because there is work to be done.

4. **Deals with bad employees.** It happens. Sometimes an employee is just not working out. A good boss quickly addresses the problem. Perhaps moving them to a better job fit. If all else fails then a good boss knows that it is better for both parties if the problem employee left the company. A bad boss keeps the bad employee around for far too long. Bad bosses don't want to face any conflict and would prefer to hide from problems.
5. **Shows respect and values every employee.** A good boss understands you have an outside life, family, and other commitments. A good boss responds to your emails, requests to review your reports, or obtain answers to your questions, all in a timely manner. A bad boss likes to yell at you, make unreasonable demands on your time, and always has an excuse for why they did not have time for your requests, yet fails to understand why you did not get their requests done on time.
6. **Focuses on getting the job done and not the time clock.** Every boss wants the job done and done right. The question is how much flexibility you have to get the job done. A good boss empowers employees to make decisions, allows flexibility, and recognizes creative approaches to solving problems. A bad boss watches the clock, your holiday time, and how you use your time at work but does not recognize the time you put in after work hours, your travel for work on weekends, or when you stay late at the office.
7. **Is consistent, predictable, and tells the truth.** To maintain an effective relationship with management, you have to trust your boss. Trust is built up over the years by seeing consistent, predictable actions taken by management. Good managers communicate well.

They don't change positions (at least they don't do it frequently), provide false information, or set unrealistic expectations for projects or goals. Bad bosses overpromise and under deliver. A bad boss makes promises to customers that their employees cannot achieve and then yells at them for failing the client.

8. **Communicates with their employees, often.** Management is about frequent communication. A good boss communicates, both up and down the chain of command, recognizing that good internal communication benefits the whole company. A bad boss doesn't communicate clearly (one-word emails?), doesn't meet with you often enough, and sometimes never talks to you at all. Bad bosses are bad communicators.
9. **Coaches and trains others.** Improving employee performance is a critical skill of a good boss and a distraction to a bad boss. A good boss actively coaches you at work, clearly explains expectations, and sets a good example for you to copy. The bad boss just wants it done and leaves you unsure as to what is exactly wanted.
10. **Praises employees and rewards good work.** Everybody enjoys recognition and praise. A good boss notices your good work and publically acknowledges your superior performance. A bad boss prefers to take credit for your accomplishments without any acknowledgement at all. Good bosses provide rewards, incentives, and praise. Bad bosses take all the rewards, incentives and praise for themselves.

Are you a good boss or a bad boss?

If you find yourself accomplishing all ten qualities then you are more than a good boss, you are a great boss. Please keep it up.



CAA FOOTBALL CLUB WINS AIRPORT STAKEHOLDERS LEAGUE CUP



CAA FC in white jerseys greet the New Vision team (in yellow) before a friendly encounter

By Vianney Luggya

Civil Aviation Football Club (CAA FC) has won the 2012 Airport Stakeholders Football League Cup with a game to spare after notching 52 points in 20 games with the closest challenger Airforce Football Club having 42 points. Even if CAA FC lose their last game and the closest challengers win all their last three games, the table standings at the top will not change.

CAA's Fred Kadde from the Fire Fighting and Marine Section has been one of the most inspirational players for CAA and is the league's joint top scorer with Airforce's Ronald Zikulabe at 22 goals.

ENTEBBE AIRPORT STAKEHOLDER'S LEAGUE TABLE AS AT 25th SEPTEMBER 2012

Position	Team	P	W	D	L	F	A	Points
1.	CAA	20	16	4	0	55	20	52
2.	AIRFORCE	18	13	3	2	78	22	42
3.	UN	19	9	4	6	39	23	31
4.	POLICE	20	9	4	7	29	21	31
5.	AIRPORT TAXI	19	8	5	6	25	21	29
6.	UCIFA	19	8	4	7	36	37	28
7.	GSL	20	6	6	8	25	39	24
8.	DAS	20	6	5	9	20	26	23
9.	UGANDA IN-FLIGHT	20	6	4	10	26	48	22
10.	ENHAS	18	4	6	8	21	21	18
11.	FISHWAYS	20	3	3	14	19	49	12

It has been a splendid year for CAA Football Club, which besides participating in the Airport Stakeholders' League has also played a number of friendly matches against corporate teams and in so doing fostered the spirit of enhancing communal relations between the organization and other publics.

On 11th August 2012, CAA hosted the New Vision's Football and Volley Ball Clubs for friendly games and while CAA won the Volley Ball encounter, New Vision were victors in the Football game. The matches were flagged off by the Director Human Resource and Administration, Fred Bamwesigye at the Old Airport.

Earlier on in July, the Manager Public Affairs, Ignie Igunduura flagged off a match between CAA FC and the Parliamentary Press Association at the Old Airport. CAA registered a resounding 4-1 victory.

In the same month, members of CAA Football team led by Finance Department's Emmanuel Kasagga were involved in a community cleaning exercise in Kitooro Trading

Centre in Entebbe in which they swept and collected rubbish around Kitooro, much to the joy of Entebbe residents. They were joined by the Chief Shop Steward and Chairman of the Amalgamated Transport and General Workers' Union, Usher Owere.

The Football team also participated in the Save the Planet (10 kilometer) marathon held in Entebbe and aimed at raising awareness about preserving the natural heritage and to raise funds for equipping Entebbe Hospital with water harvesting facilities and solar power for the ward and operating theatre. CAA emerged third overall among the corporate companies.

Well in line with CAA's corporate social responsibility objective of giving back to the community in which we operate, members of the CAA Football team were at it again and participated in the Nsambya Cancer Marathon on 26th August 2012. The Marathon held under the theme "Run against Cancer" was aimed at raising funds for construction of a Cancer Ward at Nsambya Hospital. CAA contributed some funds towards the fundraising effort.

Most recently, the Football team joined Ruyanzi College in Bweyogerere to clean up the area and donated Mosquito Nets to residents.

The team's leaders, Kasagga and J.J. Kakone from the Fire Fighting and Marine Section ought to be applauded for their tireless commitment and mobilization of colleagues.



The CAA team in a community cleaning exercise in Entebbe



Members of the CAA team after a successful community cleaning exercise.



Happy Anniversary Uganda



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