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**CIVIL AVIATION AUTHORITY**  
**STAKE HOLDERS' ENGAGEMENT WORKSHOP**  
**IMPERIAL ROYALE HOTEL**

**3<sup>rd</sup> March, 2017**

***REPORT OF AN ENGAGEMENT WORKSHOP BETWEEN AVIATION STAKE  
HOLDERS, BOARD AND MANAGEMENT OF CIVIL AVIATION AUTHORITY***

**Introduction:**

A Stakeholders' Consultative Workshop for the Board, Management and Stakeholders of Civil Aviation Authority aimed at enhancing relations for service improvement was held at Imperial Royale Hotel in Kampala on Friday 3<sup>rd</sup> March, 2017. It was attended by 130 Participants from various organizations. The list of participants is attached as Appendix I.

**1.0 Speeches:**

**1.1 Managing Director, Civil Aviation Authority Uganda, Dr. Rama Makuza**

The Managing Director of Civil Aviation Authority, Uganda, Dr. W. Rama Makuza welcomed participants to the meeting and informed them that the purpose was to among other things provide a forum for addressing issues related with

procedures for licensing of air operators and aviation crew, air operations,

facilities and infrastructure upgrade. He expressed CAA's willingness to listen and share ideas with the stakeholders.

He reminded participants that Uganda became a contracting Member State of the International Civil Aviation Organization (ICAO) in 1967. ICAO which sets standards for aviation safety, security, efficiency and regularity. CAA Uganda was therefore bound to adhere to ICAO's international standards and recommended practices.

He informed Workshop participants that Uganda had worked with the other 4 East African partner states of Kenya, Tanzania, Rwanda and Burundi to harmonize the Civil Aviation regulations at regional level.

He further added that to ensure compliance with the Standards and recommended practices,

member states were subjected to regular and mandatory aviation safety and security audits by ICAO of which Uganda was audited under the Universal Safety Oversight Audit Programme (USOAP) in November, 2008. And to ensure implementation of effective corrective action, the audit was followed by a Coordinated Validation Mission in June, 2014, which particularly audited:

- Recommended amendments to the Civil Aviation Authority Act
- Civil Aviation Authority organisational structure in particular the safety oversight system.

He pledged CAA's support to Air Operators and requested for their views to enable CAA deliver improved services.

### **1.2 Chairman Board of Directors CAA, Eng. Edward Mike Ndawula**

The Chairman assured the stakeholders and general public that the Board was willing and able to cause implementation of the improved services in line with modern trends for the development of the air transport industry. He emphasised the importance to of aviation stakeholders for the continued existence of CAA.

He referred to the Stakeholders' engagement forum as an opportunity for CAA to reflect on their primary obligations, explain the procedures and processes to the stakeholders and listen to their feedback on the expectations and how best they can be met.

### **1.3 Hon. Minister of Works and Transport, Eng. Monica Azuba Ntege**

She reiterated the importance of air transport especially to a landlocked country like Uganda and applauded the Board of Directors of CAA for initiating such an important engagement with stakeholders. She emphasised that open dialogue was the way to go and ought to be practiced regularly.

The Minister for constructive feedback from the Stakeholders to help improve the quality of service delivery and expressed hope for a long lasting and positive impact..

The Minister pledged Government's unwavering support in the development and upgrade of infrastructure in the aviation industry then declared the workshop officially opened.

## **2.0 Presentations:**

### **2.1 Presentation by the Director Safety, Security and Economic Regulation, CAA**

The presentation delivered by Mrs. Jane Kanyunyuzi focused on the following issues:

- Procedures for application of an Air Service Licence

- Requirements of Application for an Air Service Licence
- Business plan requirements

**NB:** Presentation is attached as Appendix 2

## **2.2 Presentation by Director Air Navigation Services, CAA**

The Director Air Navigation Services, Mr. Richard Ruhesi made a presentation giving a brief introduction about the Air Navigation Services projects. He highlighted a number of developments that had been implemented including:-

- Airspace Management System at a cost of Euros 1.14 million
  - AIM Automation
- Phase 1-New flight plan 2012 at a cost of Euros 380,000
- Phase 2-Web flight plan, Pre-flight information bulletin, e-AIP at a cost of Euros 699,972
- Phase 3-Electronic Terrain & Obstacle Data, Charting, Data Originator Portal at a cost of Euros 522,015.62
- Entebbe DVOR Upgrade at a cost of Euros 414,690. The Doppler VHF Omni Directional Range (DVOR) for Entebbe International Airport was upgraded to leading to improved safety and efficiency of air navigation service provision.
  - Korea International Cooperation Agency (KOICA) Project at a cost of US Dollars 9.5 million. KOICA is to provide CAA with Airport Operations Database, -Air Traffic Services Message Handling system (AMHS)Improved Flight procedures, One Navigation Aid approved pending site survey, Computerised Maintenance Management System, Capacity building and training equipment and Terminal Operations control centre.

**NB:** Presentation is attached as Appendix 3

## **2.3 Presentation by Director Airports and Aviation Security, CAA:**

The presentation by the Director Airports & Aviation Security was delivered by Eng. Ronald Twesigye covering mainly the ongoing projects at Entebbe International Airport and some upcountry aerodromes. These were categorised into internally and Concessionaire funded projects and externally funded upgrade & expansion of Entebbe International Airport projects Phase 1 as represented in Table 1 & 2 respectively.

Table 1

<b>INTERNALLY AND CONCESSIONAIRE FUNDED PROJECTS</b>			
	<b>PROJECT</b>	<b>STARTED</b>	<b>EXPECTED TIME OF DELIVERY</b>
1.	Long term car expansion	2016	2017
2.	New Automated Baggage Handling System	2016	2016
3.	Landside expansion –Phase 1	2016	2018
4.	Expansion of No-Break system 250KVA-400KVA	2016	2017
5.	Remodeling of transit concourse and lounges	2017	2018
6.	Expansion of Public Car Park	2017	2018
7.	Upgrade of Busbars	2016	2016

Table 2

<b>EXTERNALLY FUNDED UPGRADE &amp; EXPANSION OF ENTEBBE INTERNATIONAL AIRPORT PHASE 1</b>			
	<b>PROJECT</b>	<b>STARTED</b>	<b>EXPECTED TIME OF DELIVERY</b>
1.	New Cargo Centre	2016	2018
2.	Expansion of terminal	2019	2021
3.	Runway 17/35 + Taxiways	2019	2019
4.	Apron1	2017	2019
5.	Apron 2	2017	2018
6.	Apron 4	2017	2018
7.	Runway 12/30 + Taxiways	2018	2019
8.	Computerised Maintenance Management System	2016	2017
9.	Air Operations Database	2016	2017
10.	Terminal Operations Database	2016	2017

**NB:** Presentation is attached as Appendix 4.

### **3.0 Open Discussion and Issues Arising**

The session moderated by the Chairman of the Board was opened to the stakeholders to express their concerns and make comments about the services offered by Civil Aviation Authority and

Entebbe International Airport.

	<b>COMMENTS &amp; CONCERNS</b>	<b>RECOMMENDATION</b>	<b>WAY FORWARD</b>	<b>ACTION BY</b>
1.	Civil Aviation Authority Uganda does not have an Appeals tribunal	The Ministry of Works and Transport was to expedite the establishment of the Appeals Tribunal.	Appeals Tribunal to be established	Director Transport, Ministry of Works and Transport
2.	There are few technical experts to support a non-technical Managing Director	There was need to beef up the technical departments with more experts	To improve on staffing levels in the technical departments	
3.	Lack of capacity in CAA to offer surveying services. Currently there are about 8 Airworthiness surveyors who cannot handle all the registered airlines	Recruitment of more surveyors to build capacity		MD, CAA
4.	Lack of Service Charter in Civil Aviation Authority Uganda	Establish a service Charter	Service Charter to be in place within 1 month from 3 <sup>rd</sup> March 2017	Director Safety, Security & Economic Regulation Civil Aviation Authority Uganda
5.	Poor methods of work and Officers holders personalise offices.  The Attitude of licensing staff is appalling	Revisit the regulations and devise simpler work methods  Increase capacity and ensure improved customer service	To put in place more robust quality assurance and performance management systems	Director Safety, Security and Economic Regulation, CAA

6.	Capt. Mike Mukula complained about mistreatment by CAA when he leased a helicopter	A report on the incident was to be submitted to the CAA Board of Directors		Capt. Mike Mukula
7.	Asians take most of the business at the airport	To consider Ugandans for duty free space	To focus more on quality of service regardless of race	
8.	Unreasonable requirements for obtaining Air Service Licence (ASL) and Air Operators Certificate (AOC) such as Business plan, Cash Flows yet these can be fabricated	Separate requirements for Air Service Licences from Air Operators Certificate since the two are different  Relax requirements without compromising the international SARPS		Director Safety, Security and Economic Regulation, CAA
9.	Snail mail feedback process and licensing procedures	Encourage technology based methods of communication and other platforms of communication	Improve on response time	
10.	Clearance for local operators is tougher	Civil Aviation Authority should defend local Operators who operate within the East African Region		
11.	Ministry of Works & Transport was not given a presentation slot beside the opening and closing remarks	To be offered a chance to present at the next Stakeholders meeting to ensure full involvement from within the sector		Manager Public Affairs, Civil Aviation Authority
12.	There are no Non-Disclosure Agreements (NDA) in place to protect information held about customers	Introduce NDA between client and customer about dealings with them		
13.	The use of obsolete economic regulations	There is need to revise economic regulations in place		Director Safety, Security and Economic Regulations, CAA
14.	Pay for staff in lower positions was	Improve pay for low cadre staff especially in technical	To ensure on improved	Director Human Resource and

	assumed to be much lower than what managers receive thus causing high turnover	departments	remuneration for all CAA staff	Administration, CAA
15.	Most airports apart from Entebbe International Airport are not paved	Consider paving the upcountry airports	Master Plan in place and some work had started with paving of Arua Airport	Director Airports & Aviation Security
16.	There is hearsay that Entebbe International Airport is the most expensive in the region in terms of charges	Civil Aviation Authority should look into the matter	To conduct a study on aeronautical and airport charges	CAA
17.	Maps currently being used were last updated in 1983 and do not include current changes in the Geography of Uganda	There is a need to update the maps	Ensure a process to update these maps commences	CAA

**3.1** The Chairman Board of Directors, CAA promised that all concerns would be considered and addressed accordingly.

#### **4.0 Closing Remarks by the Minister of State for Transport, Hon.**

##### **Aggrey Bagiire**

In his Closing remarks the Minister of State for Transport, congratulated all parties for agreeing to engage in such a dialogue which encourages participation and input from stakeholders in arriving at certain decisions.

He stated that Air Transport significantly contributes to the economy and therefore should be taken seriously. And in addition he informed the workshop that the Government adopted a liberal policy arrangement by joining the open skies programme under the East African Community protocol and the Common Market for Eastern and Southern Africa (COMESA) arrangement. This led to a conducive environment for attracting of more investors and Airlines that has further resulted in healthy competition.

He updated the meeting about the status of the process to have a second International Airport in

Uganda being at the procurement phase that has been finalised in Kabaale, Hoima.

He also commended the stakeholders for raising their issues and encouraged Management of CAA to implement them in order to ensure an efficient and safe aviation services delivery.

### **ACRONYMS**

EIA	- Entebbe International Airport
DVOR	- Doppler VHF Omni Range
DAAS	- Directorate of Airports & Aviation Security
DSSER	- Directorate of Safety, Security& Economic Regulations
DANS	- Directorate of Air Navigation Services
CAA	- Civil Aviation Authority
ICAO	- International Civil Aviation Organisation
BHS	- Baggage Handling System
AIM	- Aeronautical Information Management