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# Aviation Forum

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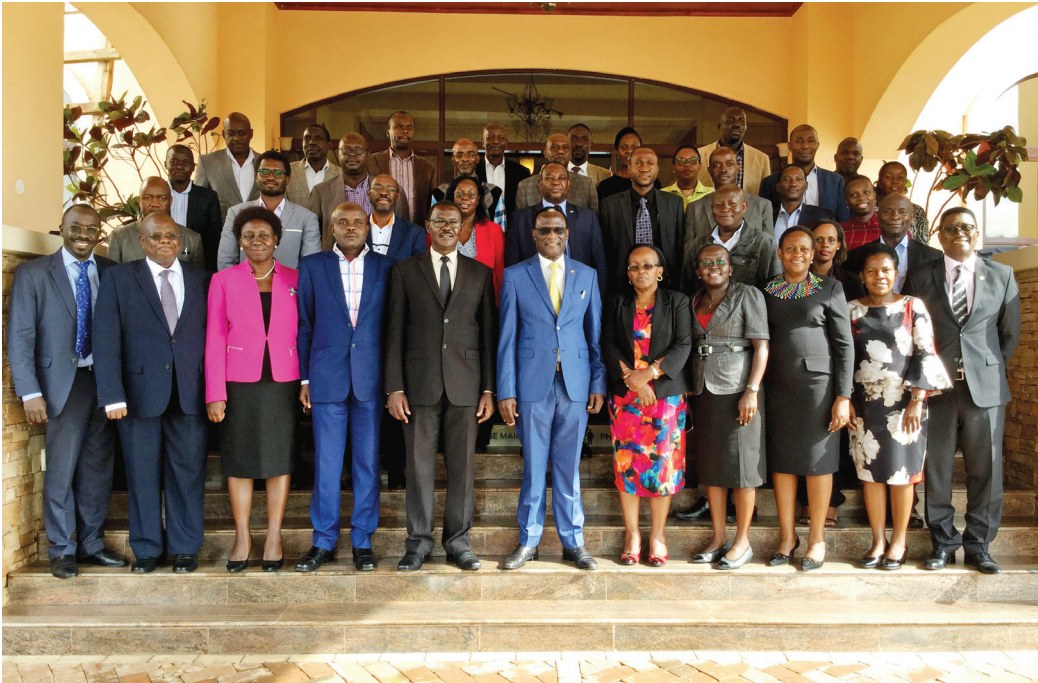
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## Editorial Team

**Editor:** Vianney Mpungu Luggya,  
Manager Public Affairs

**Assistant Editors:** Jackie Kiyingi, Joan Kamwesigye, Shamilah Seyiga, Sheila Ajok Lubangakene & Kenneth Otim

**Executive Assistant:** Sylvia Kinimi

Contributions can be sent to:

**Aviation Forum,**  
P.O. Box 5536 Kampala (U)  
Tel: +256-414-321 437  
Fax: +256-414-321 401  
Email: aviation@caa.co.ug  
Website: www.caa.go.ug



## Cover Photo

The Minister of Works and Transport, Hon. Gen. Katumba Wamala, (second left, seated) with State Minister for Works, Hon. Peter Lokeris (left) and State Minister for Transport, Hon. Joy Kabatsi (2nd right) and Director of Transport, Mr. Benon Kajuna at the inauguration of the new UCAA Board of Directors (back row) on June 24, 2020 at the Ministry of Works & Transport.

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# editorial.

## Aviation industry adjusts to the 'new normal'

Social media has in the last six months been awash with images of countless aircraft parked at various airports across the world. The redundancy was occasioned by the almost global suspension of commercial passenger operations in a bid to mitigate the spread of the Corona Virus Disease (COVID-19) through air travel.

**E**ntebbe International Airport was no exception as commercial passenger operations in Uganda were suspended on March 22, 2020, and have only resumed on October 1, 2020, albeit with limited operations. During the time of travel restrictions, cargo and emergency flights, including evacuation and repatriation flights were maintained, but this was insufficient for airports and airlines to break-even.

The industry encouraged innovation, and some airlines were able to reconfigure passenger aircraft to be used to carry some cargo with authorization from regulators and aircraft manufacturers, which was a commendable way of ensuring business continuity in a difficult time.

With the easing of travel restrictions in many countries, the aviation industry is slowly getting back to its feet by adjusting to the new way of doing business

with observance of health Standard Operating Procedures (SOPs) that present new challenges to airport authorities, airlines and passengers in almost equal measure. No one can afford to be left behind in the implementation of health travel SOPs, many of which have been harmonized with guidance from international oversight bodies.

Airport and airline operators have now prioritized efforts and measures to restore confidence in the minds of potential travelers to show them that the necessary mitigation measures are in place to prevent the spread of COVID-19 through the travel facilitation chain. This is what pre-occupied stakeholders at Entebbe International Airport (and across the world) in the run-up to resumption of commercial passenger flights.

The sight of personal protective equipment, social distancing marks, automated sanitization points, glass shields,

ultra-modern thermo scanners and walk-through human body disinfection machines, among others, is now common, and likely to remain at airports across the world.

The industry's new 'normal' is characterized with requirements for COVID-19 Polymerase Chain Reaction (PCR) test certificates at points of entry, and this 'necessary evil' is coming with an added cost to the passenger.

The good news is that the aviation industry is known to be the most compliant when it comes to enforcement of safety regulations. The tried and tested international aviation system has the capacity to find ways and means of turning this into a practically enforceable routine.

We can certainly scale the heights, only if we all play our part in ensuring our own safety, that of our staff, and ultimately the safety of passengers. ●



## UCAA gets new Board of Directors

By **Sheila Ajok Lubangakene**

Uganda Civil Aviation Authority (UCAA) new Board of Directors was sworn in on June 24, 2020 with Hon. Justice Steven B. K. Kavuma as the Chairman. He took over from Eng. Edward Mike Ndawula.

**T**he new Board was announced on June 3, 2020, following approval of the appointments by Cabinet. The inauguration ceremony was presided over by the Minister of Works and Transport, Hon. Gen. Katumba Wamala at the Ministry of Works & Transport premises on Old Port Bell Road.

The event also doubled as a farewell to the outgoing Board Members who were recognized for their diligent service to the Authority for the past three years (2017-2020).

The other members of the Board are; Dr. Andrew Alyao Otero, Haji Zubair Musoke Musayi, Lubowa Moses, Angela Kiryabwire Kanyima, Ethel Kamba, Thomas James Kiggundu and John Bulindi. The Board's term of office is three years.

Hon. Gen. Katumba Wamala pledged government's commitment to continue providing an enabling environment for the growth of the aviation industry given its tremendous contribution to economic growth and development.

The Minister thanked the outgoing Board for the exceptional performance amidst the challenges towards the tail end of its term and encouraged the new Board to maintain the momentum and soar to greater heights.

"It has been a tough year with the outbreak



**Hon. Gen. Katumba Wamala addressing new Board Members during their inauguration ceremony on June 24, 2020**



### Board Members

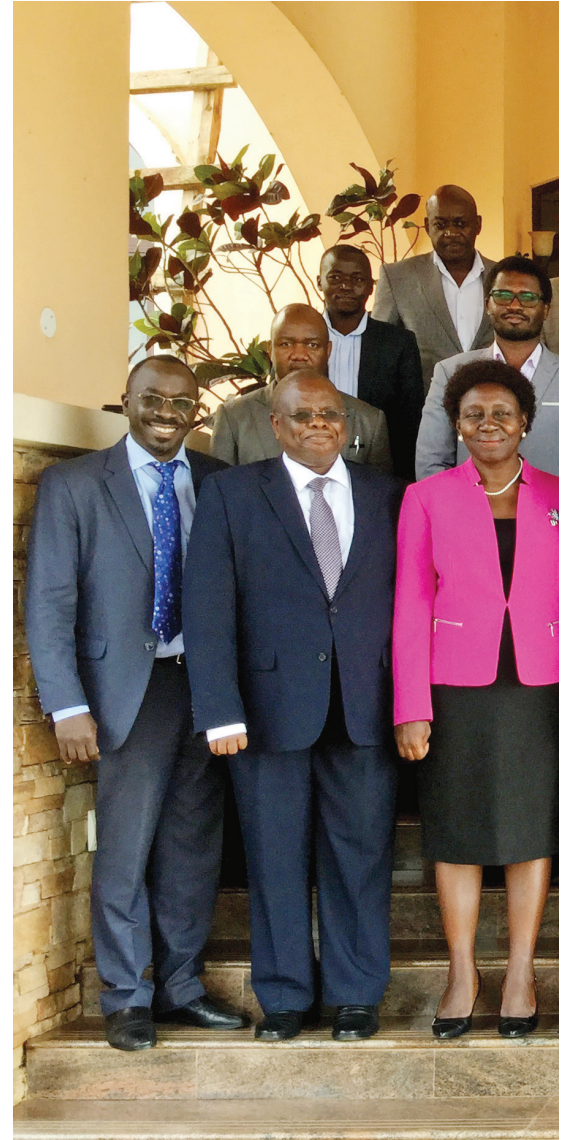
#### Chairman

1. Justice Steven B. K. Kavuma

#### Other Board Members

2. Mr. John Bulindi
3. Mrs. Ethel Kamba
4. Dr. Andrew Alyao Otero
5. Mrs. Angela Kiryabwire Kanyima
6. Mr. Thomas James Kiggundu
7. Haji Zubair Musoke Musaayi
8. Mr. Paul Moses Lubowa

of the COVID-19 pandemic, which has greatly affected the aviation industry. The situation continues to be difficult, mainly due to the lock-down and suspension of air travel, but I believe the industry will recover from this down time," he said.



The outgoing Board Chairman, Eng. Ndawula highlighted the achievements registered by the old Board, which included the development of the Authority's first five-year strategic plan. The plan was developed through a participatory process with internal and external stakeholders.

Hon. Justice Steven B. K. Kavuma extended appreciation to the President and Cabinet for bestowing trust in the new Board and affirmed that through team work and commitment, and with support from the Minister and UCAA Management, they would use



**Members of the Board and Management at the retreat at Lake Victoria Serena on July 17, 2020**

their competences to steer UCAA through this challenging period and beyond.

During the Board induction retreat at Lake Victoria Serena on July 15, 2020, UCAA Ag. Director General, Fred Bamwesigye revealed that management was optimistic that the current UCAA Strategic Plan would help put things into perspective in light of the fast changing global trends and the current COVID -19 pandemic, which required more creative ways of building on what was already on the ground.

**Hon. Gen. Katumba Wamala pledged government's commitment to providing an enabling environment for the growth of the aviation industry**

"Retreats of this nature are handy in helping the Board and Management create rapport, review, discuss plans and set goals. It is pertinent that the Organization's strategy is well understood by both the Board and Management for effective implementation by Management and informed decisions by the Board," he added.

The engagement was interactive and informative. ●



UN Resident Coordinator, Ms. Rosa Malango, hands over the donated items to State Minister for Transport, Hon. Joy Kabatsi and UCAA Ag. Director General, Fred Bamwesigye at Entebbe International Airport.

## Entebbe Airport receives COVID-19 safety equipment from IOM & CCCC

By Jackie Kiyingi

Uganda Civil Aviation Authority (UCAA) received COVID-19 safety equipment comprising of a thermo scanner, walk through disinfection booth, 4 stand-alone air conditioners with drainage system and Personal Protective Equipment from International Organization for Migration (IOM) on September 8, 2020.

**T**he equipment, worth about 1 Billion UGX (US\$271,000) was received by the Minister of State (Transport), Hon. Joy Kabatsi from the UN Resident Coordinator, Ms. Rosa Malango.

The Minister said that the equipment would complement the COVID-19 measures already in place to ensure a comfortable passenger experience through Entebbe International Airport. She expressed Government's appreciation towards the support.

UN Resident Coordinator, Ms. Rosa Malan-

go, hands over the donated items to State Minister for Transport, Hon. Joy Kabatsi and UCAA Ag. Director General, Fred Bamwesigye at Entebbe International Airport.

UCAA's Acting Director General, Mr. Fred Bamwesigye, said that UCAA had held several stakeholder engagements aimed at ensuring the readiness of the airport facilities. One such engagement was with the IOM, "initiated by the Ministry of Works and Transport."

It aimed at helping in meeting the required Standard Operating Procedures issued by the World Health Organization (WHO) and

the International Civil Aviation Organization (ICAO) to guard against the spread of COVID-19 through air travel," he added. He also noted that the equipment would go a long way in ensuring the safety of passengers and front-line airport staff.

The UN Resident Coordinator, Rosa Malango said, COVID-19 puts all of humanity at risk and required an urgent and coordinated multi-stakeholder response focused on the intensification of surveillance, detection, and containment measures, as well as case management and community engagement.

▶ Continued on Page 7

Continues from Page 6

## EIA receives COVID-19 safety equipment

In Uganda, the Ministry of Health supported by WHO has ensured that preventive measures are rolled out and case management is improved.

"It's important to recognize that the major challenge for airports and other points of entry is to ensure that passengers remain comfortable and safe while managing the spread of COVID-19," she said.

In a related development, China Communication Construction Company (CCCC) officials led by the Deputy General Manager, Zheng Biao, had earlier on handed over Personal Protective Equipment to Uganda Civil Aviation Authority officials on July 1, 2020 to assist the airport's frontline staff in handling repatriation flights for Ugandans and to add to efforts in readiness for resumption of passenger

flights. CCCC is the contractor for upgrade and expansion of Entebbe International Airport.

Mr. Biao thanked UCAA for working tirelessly during this unprecedented time of the lock-down to ensure the smooth transportation of cargo in and out of the country through Entebbe International Airport. ●

## Entebbe International Airport undergoes disinfection exercise, adopts SOPs

By **Kenneth Otim**

Entebbe International Airport is undergoing a massive disinfection exercise aimed at ensuring that any surfaces that may have been contaminated with the coronavirus disease (COVID-19) are cleaned. The exercise, which kicked off on April 1, 2020 is undertaken by A&M Executive Cleaners.

**A**ccording to UCAA's Director Airports and Aviation Security, Eng. Sooma Ayub, the exercise is aimed at ensuring safety of passengers and all the user of

Entebbe International Airport.

"While passenger flights in and out of Entebbe were temporarily suspended, the airport still handles cargo and emergency flights and these come with crew members who continue to use the airport facilities. It is therefore important that this is done for the safety of workers and users of the airport," Eng. Sooma said at the commencement of the exercise in April.

The UCAA Manager Public Affairs, Mr Vianney Luggya, added that the disinfection exercise would cover the entire airport, including the

### Summary

- Regular hand washing with soap and water and/or use of alcohol-based hand sanitizers are among the key measures recommended by the Ministry of Health to avert the spread of coronavirus.
- Others include; observing social distancing, avoiding shaking hands, avoiding touching soft parts like mouth, eyes and nose; staying home and self-isolating from others in the household if one feels unwell.

Arrivals Hall, Airside, VIP and WIP facilities, among others.

"We also equipped frontline staff with protective gear, including face masks, gloves and sanitizers to mitigate the spread of the disease," he said.

Regular disinfection of frequently touched surfaces and aircraft is expected to be enhanced with resumption of commercial passenger operations. Automated sanitisers have been installed in strategic places within the terminal, glass shields erected and the counters and temperature screening emphasized. ●



## Passenger operations resu

By Sheila Ajok Lubangakene

Commercial passenger flights in and out of Entebbe International Airport resumed on October 1, 2020 following easing of air travel restrictions earlier imposed through suspension of commercial passenger operations on March 22, 2020 owing to the need to mitigate the spread of COVID-19 through air travel.

**T**he Uganda Civil Aviation Authority's Ag. Director General, Mr. Fred Bamwesigye, confirmed that the resumption of flights would be undertaken in phases with the first phase covering the period from October to December 2020, which would witness "scaled down operations".

"With time, the operations will be increased, and we plan to have more flights in the second phase starting in January 2021 (for the next six months)," he said.

Various measures have been put in place, including Standard Operating Procedures that have been harmonised with input from key stakeholders. Some of the measures were drawn with guidance from the International Civil Aviation Organisation (ICAO), World Health Organisation and the Civil Aviation Safety & Security Oversight Agency, among others.

According to the Authority's Manager Public Affairs, Vianney Luggya, the terminal building has been marked for observance of social distancing, lounge seats have also been marked to ensure free space between seats, and automated sanitization points installed in various strategic points within the terminal building.

Glass shields have been erected at Immigration Counters and Check-in counters to avoid direct interface between the airport staff and passengers.

Partitions in the boarding lounges are



Entebbe International Airport was no exception as commercial passenger operations in Uganda were suspended on March 22, 2020, and have only resumed on October 1, 2020, albeit with limited operations.

currently being removed to create more open space. This is being undertaken by China Nanjing.

Health screening for temperature is enforced at all points of entry to the airport and terminal building using hand held Temperature Guns and the Thermoscanners that can detect temperature of anyone within 30 meters of its radius.

### Temperature screening.

On resumption of flights, departing passengers will be urged to report to the airport 4 hours prior to their flight departure time to cater for additional time that will be spent going through the added Health screening procedures on top of all the other existing security regulations.

Wearing of masks is mandatory within the Airport's terminal building. Frequent-



# news.

## me at Entebbe Airport



Disinfection exercise at Entebbe international airport.



Social distancing stickers on the floor at the departures hall.



Glass shield at the Check-in counters.

ly touched surfaces are to be regularly disinfected, but passengers will also be reminded to avoid unnecessary touching of surfaces, and to sanitise after touching documents or surfaces. Announcements to

this effect have already been crafted.

Aircraft will also be disinfected on landing after passengers have disembarked before others board.

All arriving passengers shall possess authentic and valid COVID-19 Polymerase Chain Reaction (PCR) test certificate issued within 72 hours before boarding aircraft in-bound to Uganda. ●

## Electronic Government Procurement system launched at UCAA

By Joan Kamwesigye

Uganda Civil Aviation Authority (UCAA) launched the Electronic Government Procurement system (EGP) aimed at enhancing transparency, accountability/value for money and efficiency.

**S**peaking at the launch ceremony held at the UCAA head office on August 17, 2020, the Acting Director General, Mr Fred Bamwesigye, said that embracing new technological innovations was well in line with the Authority's core values.

"This system is electronically driven, and is an attempt to solve the inefficiencies of the manual system using electronic means so that the entire procurement process becomes more transparent. The new system we are getting will help to integrate all the manual systems

we have been having into one system that is easily interrogated at every point," he said.

**EGP will significantly reduce the cost of doing business because the bidders will no longer have to travel to pick copies of documents and later submit them.**

UCAA is one of the ten pilot entities for the system, which is expected to enhance efficiency.

The Director Financial Management from Ministry of Finance, Planning and Economic Development who doubles as a Board Member of the Public Procurement and Disposal of Public Assets Authority (PPDA), Mr. Godfrey Ssemugoma, said that the entire procurement system would be online.

"This system will significantly reduce the cost of doing business because the bidders will no longer have to travel to pick copies of documents and later submit them. They will be doing all this online thus saving on transport. We shall soon avail the user guide for people to learn before they even access the system," he said.

The Electronic Government Procurement system (EGP) is also set to be enrolled at NITA U, Ministry of ICT, NSSF and the Uganda Institute of Information and Communication Technology. Subsequently it will roll out to KCCA, UNRA, PPDA, Ministry of Finance Planning and Economic Development and two local government entities. ■



Staff of UCAA and PPDA in a group photo at the EGP launch at the UCAA Head Office on August 17, 2020

## Kayoola EVS Bus transports staff

By **Shamillah Seyiga**

Uganda Civil Aviation Authority (UCAA) embraced the locally manufactured Kayoola bus of Kiira Motors Corporation to transport staff for a period of two months.

**W**hile experiencing a ride in one of the buses on Monday, July 20, 2020, the Ag. Director General, Fred Bamwesigye, noted that Kiira Motors offered to pilot the Kayoola EVS-low-floor electric bus with UCAA for eight weeks.

“In the complimentary offer to UCAA, the shuttles are working alongside our buses, but are specifically used three times a week,” he said.

With a sitting capacity of 90 people, the buses could complement air transport operations and beef up road transport by providing more options to arriving and departing passengers in connecting to the city.

“The new concept resonates well with our core value of embracing new ideas and technology since we live in a rapidly changing environment. It is even more pertinent that the bus is environmentally friendly because it is electric powered, which rules out the burning of diesel and associated pollution. I have also noted the state-of-the-art safety and assistive technology for people with special needs, including special seats and ramps for easy boarding of people in wheelchairs,” he said.

Kiira Motors Marketing Manager, Allan Muhumuza, described the Kayoola bus as efficient and effective in terms of maintenance.

“It costs half of the maintenance fees compared to a diesel bus, depending on the distance to be travelled. Kayoola bus costs sh320 per kilometre compared to a



**UCAA Ag. Director General, Fred Bamwesigye sanitizes at the entrance of the Kayoola EVS Bus.**



**The interior of the Kayoola EVS Bus.**

diesel bus, which costs sh1,670,” explained Muhumuza.

The Ag. Director General implored all entities and companies in Uganda to consider supporting the Ugandan-made electric bus. ●

# pictorial.

UCAA Board Chairman, Justice Steven B. K. Kavuma with Members of the Board during a tour of the terminal extension building at Entebbe International Airport on July 30, 2020.



The National Facilitation Committee led by the Permanent Secretary, Ministry of Works & Transport, Mr. Waiswa Bageya (center) on a guided inspection of the various facilities at Entebbe International Airport. They were shown the executive screening tents, arrival and departure facilities and the new Terminal extension on August 27, 2020.



THANK YOU: UCAA Management and Staff recognized the meritorious, diligent and outstanding service rendered by Prof. David Mpango Kakuba as Deputy Managing Director from 2009 -2016 and as Director General from 2017 - 2020. Prof. Kakuba retired from UCAA service on June 30, 2020.



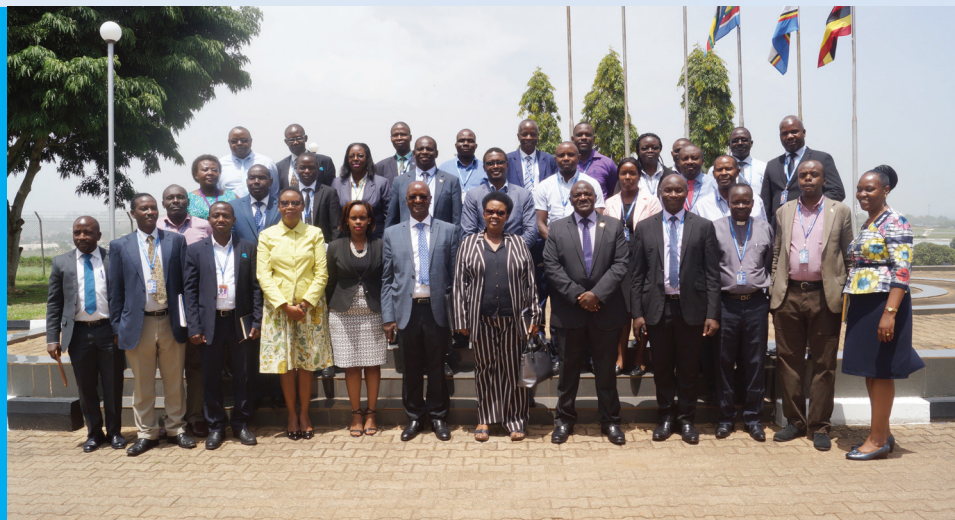
UCAA Ag. Director General, Fred Bamwesigye with Uganda Tourism Board (UTB) Board Members at the departures lounge where social distancing stickers have been placed. It was an inspection to assess the readiness of Entebbe International Airport for resumption of commercial passenger flights on July 30, 2020.



The Deputy General Manager, Zheng Biao hands over Personal Protective Equipment to UCAA Ag. Director General, Fred Bamwesigye on July 1, 2020 at the UCAA Head Office.



The Minister of Works and Transport, Hon. Gen. Katumba Wamala, (fifth right) together with the State Minister for Transport, Hon. Joy Kabatsi (center) held a meeting with UCAA Management on March 17, 2020 at the UCAA Head Office.



# letters.

## Appreciation

### Dear Management of UCAA,

The Board of Governors, Parents and Teachers Association (PTA) and King's College Budo fraternity wish to thank you for your contribution to the Careers' Day Exhibition on May 1, 2019. Your selfless provision of such beautiful information has given the students insight and will give them the bravery to direct them towards their desired careers.

Thank you.

**Patrick Bakka Male**

Headmaster, King's College Budo

## Kudos UCAA staff

Greetings to the amazing team of dedicated workers who make our travel experience seamless at Entebbe International Airport. Thank you so much for your work and I am really happy that you guys do a great job here.

Sincerely,

**Mugarra Martin**



# opinion.



By **Shiphrah Nasikye**  
Senior Database Administrator

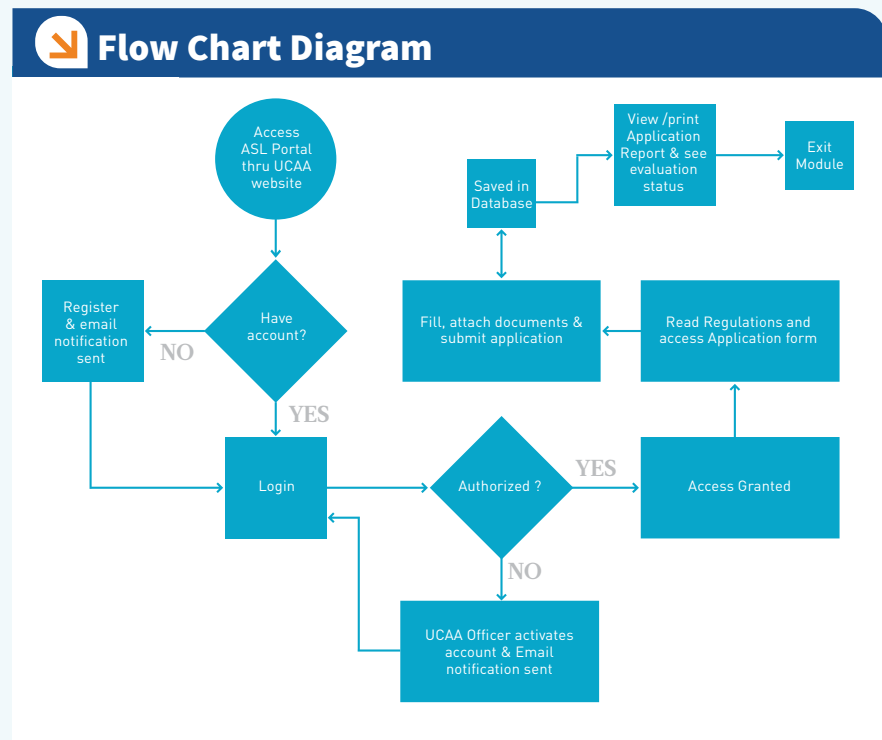
## Air Service Licensing adopts online system

In recent years, the aviation industry has gone through a lot of turning points to enhance service provision. In a bid to automate for UCAA systems, the ICT innovation center identified a need to fasten the Air Service Licensing (ASL) process by doing away with manual processes. This is meant to improve efficiency, eliminate delays and ensure air operators have access to application of licenses wherever they are.

**T**he automated system took effect on September 6, 2019, giving Airline operators a leeway way to start applying for ASL licenses online to operate local and regional flight services. With successful test runs, the portal was launched with no hiccups. The Authority's ICT innovation center developed this portal together with the Directorate of Safety, Security and Economic Regulations and the portal was linked to the UCAA website to provide easy access for stakeholders.

To ensure safety and high standards in the industry, given the world-wide high standards and regulations, the system enforces strict requirements in the application process. This is done by systematically guiding applicants who must attach all relevant and valid documents namely; Certification of Incorporation, Memorandum of Association, Income tax, Business plans, Certificate of air worthiness, lease agreements, insurance and maintenance documentation required for ASL to be processed and granted.

The portal allows only applicants that have attached the required documents to proceed and submit applications. This is meant to ensure that applicants that comply with the standard regulations that state that; they must have aircraft with valid certificates of air worthiness, qualified and competent personnel, regular and valid maintenance records, and financial capability of operating in the industry, among others.



Once an operator complies to the set standards, their submission is accepted while those that don't comply will not be able to apply through the portal. Once the application is submitted, the system runs a financial evaluation and the UCAA officer in the Economic Regulations department immediately accesses the financial details of the applicant. The applicant can print a copy of the application for future reference and notification messages are automatically relayed to the applicant regarding their application evaluation status. The applicant gets instant

notification on their evaluation status.

The new system will streamline a number of processes, making application efficient with online access from any location. Furthermore, new applicants and those renewing their ASL will receive their licenses much faster than has been the case with the manual system.

After the submission stage the application is evaluated and financial analysis done manually, before the application is sent to the next stage for further processing. ■

# opinion.

By **Vianney Mpungu Luggya**  
Manager Public Affairs



## COVID-19: Efforts at Entebbe Airport key in preventive measures

As the main gateway to international passenger traffic in and out of Uganda, Entebbe International Airport (EIA) has been at the forefront of Uganda's measures to combat importation of the Corona Virus Disease (COVID-19) into the country.

**P**rior to suspension of passenger flights on March 22, 2020, Uganda Civil Aviation Authority (UCAA) worked closely with Port Health authorities and industry stakeholders to follow guidelines from the Ministry of Health (MoH) by implementing precautionary measures, which contributed to Uganda's success story in limiting the number of imported COVID-19 cases. The Port-health team members are unsung heroes in this effort. This collaboration continued to be emphasized in the handling of cargo, emergency flights, including those of the United Nations and evacuation flights, for foreign nationals and repatriation flights for returning Ugandans, among others.

The use of modern technology came in handy in averting the threat. Entebbe International Airport has since 2017 been equipped with three ultra-modern Thermo scanners deployed at entry points in the Arrivals Hall of the passenger terminal, at the VIP and at the WIP Facility (where Heads of State are received). The Thermo scan automatically detects body temperature of all the people within 30 meters of its vicinity. In the event that anyone's temperature (within the 30 meters radius) is above 37.5 degrees Celsius, the machine displays the person's photo, a red light flashes and the alarm goes off to alert the health official manning it. This is exactly how Uganda's first cases of COVID-19 from Dubai were detected.

However, earlier on, some passengers, including VIPs had severally complained on social media and through all possible channels alleging that they had gone through the airport without being screened, which was not necessarily the case. It is only because they didn't see the machine and were probably more familiar with hand held manual temperature guns that had been used on them at previous airports of embarkation.

Regular disinfection of the airport facilities, including the terminal building, Control Tower, UCAA Head Office and vehicles, among others commenced on March 31, 2020 in line with the standard operating procedures (SOPs).

Before the new technology was introduced at Entebbe, hand-held Infra-red Thermometers were used to detect temperature in a bid to safe-guard against importation of the Ebola Viral Disease. Temperature guns have since only been used during secondary screening or most recently at some of the public entry points.

Entebbe International Airport was apparently one of the first airports in the world to use this new technology (Thermo scanners), which were installed in 2017 to combat the fight against Ebola.

UCAA and MoH have over the years ensured that medical teams at the airport are regularly trained and the equipment validated. It is important to note that before the advent of COVID-19, health authorities at Entebbe were already used to carrying out 24-hours screening for Ebola and other highly infectious diseases that can transmit through air travel. When COVID-19 was declared a pandemic, the system was already in place, and it only required deployment of more manpower.

Uganda has also benefitted from Entebbe International Airport's membership to the International Civil Aviation Organization's (ICAO) Collaborative Arrangement for the Prevention and management of public health events in Civil Aviation (CAPSCA) that organized several engagements to prepare airports for threats from infectious diseases that can be transmitted through air travel. EIA also has a well laid down public health emergency plan that is complied with during emergency health outbreaks like Ebola or COVID-19.

For effective handling of the crew for the cargo flights conducted during the lock-down, they were always subjected to health screening on arrival and taken to any one of the two identified quarantine hotels in Entebbe before proceeding with their return flight(s).



Besides cargo, several 'evacuation' flights for foreign nationals returning to their home countries have also been facilitated. The procedure involved a foreign mission having to formally contact Uganda's Ministry of Foreign Affairs (MoFA) for clearance to transport their nationals. Repatriation flights for returning Ugandans have also been facilitated under a similar arrangement with safety precautionary measures being observed.

As a further precautionary measure, regular disinfection of the airport facilities, including the terminal building, Control Tower, UCAA Head Office and vehicles, among others commenced on March 31, 2020 focusing on frequently touched surfaces and this continues in line with the Standard Operating Procedures (SOPs).

It ought to be remembered that in the early days of the pandemic, step by step measures were taken in handling of incoming flights. Initially, passengers from countries that had been categorized by the MoH as Category One countries (with many registered cases) in relation to COVID-19 were subjected to 14 days mandatory quarantine (either self or institutional), eventually travel from such countries was restricted to not more than ten passengers before travel by foreign nationals from Category One countries was suspended with exceptions for returning Ugandans who were subjected to mandatory institutional quarantine. When the situation got worse, passenger flights were suspended (except cargo and emergency flights).

In the run up to the suspension of flights, an Aeronautical Information Circular (AIC) issued on March 19, 2020 directed that all international arriving passengers were to be subjected to physical and temperature screening upon arrival at EIA. All airlines were asked to ensure that passengers fill and submit Travel Surveillance Forms on-board the aircraft before disembarking. The forms were then handed over to MoH personnel on arrival. In addition, airlines were requested to provide advance passenger manifests to the Port Health office at the airport. The AIC also advised international passengers to dispose-off their masks and gloves after use during travel, at designated waste collection containers, upon arrival. After disembarking of passengers, aircraft were also to be sprayed for COVID-19 in accordance with the operator's arrangements.

The various measures contributed significantly to delaying and reducing on the importation/spread of COVID-19 in Uganda. Airport frontline staff were also furnished with masks, gloves (especially those handling passports) and sanitizers were deployed in strategic places.

In readiness for resumption of commercial passenger operations, more automated sanitization points were erected in and out of the Terminal, the floor and lounge chairs were clearly marked for observance of social distance and glass shields erected at Immigration and check-in counters to reduce on direct interface. The waiting lounges are also

undergoing reconfiguration with removal of partitions to attain an open lounge concept. There are also future plans to change the taps in washrooms from touch to automated non-touch, and the terminal doors to be automated.

A number of detailed SOPs were put together to guide the new normal, including the requirement for a valid COVID-19 test certificate secured within 72 hours of departure from the point of embarkation.

Indeed there is a silver lining to every dark cloud. While the COVID-19 pandemic had a huge and unprecedented negative impact on airport operations and revenues, the reduced number of landings and take-offs during the period from March to September, 2020 meant that the main runway (17/35) was less busy, which paved way for runway re-surfacing works to be undertaken with ease. Before suspension of passenger flight operations, Entebbe was handling between 90-120 flights per day in comparison to an average of between 7-15 cargo and emergency flights per day during the lock-down.

In light of the on-going project for upgrade and expansion of the airport, UCAA used the unfortunate period as an opportunity and communicated to the few air operators that were still operating in and out of the country, a request to adjust their flight schedules so as to use the runway at night or early morning so that works for runway refurbishment could be undertaken during the day between 9:00 am to 5:00 pm without interruption. It was duly done.

An aerial survey and mapping for Electronic Terrain and Obstacle Data (eTOD), covering 14 districts in the vicinity of Entebbe was also commenced during this period. The nine months exercise is a critical regulatory requirement to facilitate EIA operations as well as improve the safety and security of flight movement. It involves a Cessna C208B hovering in the airspace for three to five hours daily within an area of 65 kilometers close to the airport. The timing was ideal to undertake the exercise with minimal disruption because of the conducive environment arising out of reduced flights in the airspace owing to the suspension of commercial passenger flight. ■



**President Museveni led by example as he undertook temperature screening at the Entebbe International Airport VIP section.** PPU Photo

# feature.

## Locked in exile- UCAA staff recounts torrid experience

Confined in a hotel in a foreign country during the COVID-19 pandemic for four months would seem like a jail sentence. The isolation, foreign cuisine, strangers turned friends speaking a different language and a lot of life experiences was what six staff from Uganda Civil Aviation Authority (UCAA) had to embrace. *Aviation Forum's* Sheila Ajok Lubangakene caught up with Victoria Birungi, Senior Aeronautical Information Officer – Cartography for her take on the survival journey while locked in exile, and she relays the experience.



**V**ictoria was part of a team that had travelled for a three week course in Aeronautical Chart Production using AUTO CAD at United Aviation Technology Services (ATS) training center in Obour City, Egypt in early March. The City is located 35 kilometers north east of Cairo.

Obour City had a quiet, serene, touristy feel to it, but would get busy in the evenings with residents strolling the streets and rushing to shop for items they might need before the government announced a lock-down. The announcement of Egypt's first coronavirus cases in mid-March was followed with a rapid succession of closures. The neighborhood was suddenly deserted, shuttered and silent. It was so silent that sometimes between the ambulance sirens, "you could hear the muezzin proclaiming the call to prayer." Everyone was scrambling to get where they wanted to be before the music stopped: before borders were sealed, flights grounded and quarantine went into effect.

"My colleagues and I knew the lock-down would last two weeks and we would return home but this did not happen even after Uganda suspended commercial passenger operations on March 22, 2020. The wait was coupled with anxiety and watching international news which only weakened our

mental state further. The mounting deaths, mass graves with white coffins buried 6-feet under in the outskirts of Italy created a sense of loss, dread and pervasive uncertainty. It went to show that things would never be the same, everything had become different," she recounts.

Confined in their hotel, they contemplated the chaos in this tiny universe. The solitude allowed them more mental space to savor in conversation, especially during meal time. Victoria longed for her children's chatter, the sound of their voices as they called her, "Mummy." It hurt that the longest time they had spent home; she wasn't there to help them with their holiday work, play, pray and tuck them into bed. The separation anxiety was intense on some days. She often wished she would walk to Uganda via Sudan. Sometimes the connection on Zoom and Whats App became blurry and she had this strange sense that they were losing each other in the ether.

It felt like life was on hold, but time kept rushing through the Pharaoh land. The online church services were uplifting and kept her spirits alive. When the Uganda government announced the registration of Ugandans in foreign countries in June, there was a glimmer of hope. However, the repatriation exercise was not as smooth

owing to the many requirements and the location they were in. Thankfully, with the Authority's intervention, the team was able to get clearance and embarked on their journey home on July 2, 2020.

The return journey was exhausting with transit through Addis Ababa, and it was sad when some Ugandans were left at the Airport because their names did not appear on the cleared list. The excitement on the plane when they touched down was deafening as passengers clapped, thanked Jesus and raised hallelujahs.

Lately, when Victoria sits by her patio in the evenings, there is a bit of anxiety seeing people mingle in the neighborhood, some like masked bandits with their shopping bags. While in Egypt, she would stand by her hotel window absent-mindedly worrying about how the world was changing. Uncertainty and caution hung over her like a storm cloud. Now back home, her anxiety is replaced by a small, secret elation. Maybe the exile experience was meant to happen; maybe it is really over; maybe there are even bigger things to worry about; above all gratitude and family are rated highest on her list of priorities. ●

# interview.

## Q What is your career path to becoming a Pilot?

A I started my career in 2009 at the East African Civil Aviation Academy in Soroti, where I attained my Private Pilot License (PPL). I did a conversion of the PPL to Federal Aviation Administration (FAA) when at Epic Flight Academy, New Smyrna Beach Florida, USA, Commercial Pilot License/ Multi/ Instrument Rating then later proceeded to CAE Aviation Training and Services, Canada where I did an Aircraft initial type rating course for the Bombardier CRJ 900. Before UCAA, I worked with Uganda Professional Pilots Association (UPPA) as Assistant Quality Assurance Manager.

I wanted my career as a pilot to span beyond just flying planes. The bigger picture for me is to focus on the whole process of operating equipment, understanding safety, aviation administration and management and that explains my decision to join UCAA.

## Q How long does the training process take?

A The fundamental training is what is attained during flight school, where the primary licenses are acquired. However, the standard pilot training is between eighteen months to two years for the PPL, CPL/IR/Multi engine rating. Every pilot has an initial license they get after accumulating minimum flying hours of between 220-250 hours upon completion of the above training.

## Q Any challenges faced along the way?

A The biggest challenge is that it was a very expensive course. It is also an intense course requiring a lot of dedication, hard work and commitment. Pilots have to make precise, accurate and fast decisions when operating the aircraft in flight especially being ahead of the aircraft at all times in respect to the procedures while anticipating, being alert in case of any emergency that could potentially arise. You have to 'fly it' - navigation flight planning has to be made before the flight. You have to be literally ahead of the aircraft at any given time. Flying planes is governed by checklists. Pilots are

## Working through a sky-high career

What started off as a dream to fly planes with years spent working through the cloud ceiling, **Captain Joshua Gimei** has settled for a regulatory role in the aviation industry and is currently a Senior Flight Operations Inspector at UCAA. **Aviation Forum's Sheila Ajok Lubangakene** caught up with him and shared insights on what inspires him.



Aviation is exciting and I had always wanted to get into it. I am excited to come to work every day because I love being able to provide guidance and promote safe operations.

governed by rules thereby making discipline paramount.

## Q What keeps you motivated?

A I like the experience of overcoming challenges. Aviation is exciting and I had always wanted to get into it. I am excited to come to work every day because I love being

able to provide guidance and promote safe operations.

## Q Favourite approach or aircraft landing sites and why?

A (Laughs) The Instrument Landing System (ILS) 7L at Daytona Beach international Airport is a busy airport that combines private and commercial planes with plenty of air traffic control. The exciting thing about it is you share the airspace with the 'big boys' wide body jet aircrafts and we used to challenge ourselves to get into busy airspace which experience I will forever appreciate. The approach is beautiful because you have a parallel runway with a mixed fleet of aircraft.

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# interview.

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## Working through a sky-high career

The other is Miami International Airport which has parallel approach runways with the best female Air Traffic Controllers.

### Q What makes the female air traffic controllers stand out?

A Women do things that we do, only that they do them better. In respect to the aviation industry globally, they have an outstanding record. The way they handled air traffic was quite impressive I must say.

### Q Any advice to young people aspiring to become pilots?

A Aviation is broad and piloting is great because it is global and opens one's mind to the outside world. They need to also focus on other aspects of air navigation services, flight operations, aircraft maintenance and engineering. Extreme discipline is also key because pilots are branded a certain way. One has to be a person of character, have innate personal skills, and relate well with people. It is also important to mind health since maintaining a class one medical to fly commercial is paramount in this industry. It is important to develop a culture of reading because pilots never stop learning.

### Q Best piece of flying advice given to you?

A I was advised by a Canadian instructor on how to keep calm when especially at the critical phases of flight which is taking off and landing. The first stunner was when he calmly told me I was not going to die, or rather the plane was not just going to fall out of the sky even if the engine quit, but could glide to safety and before any approach to land advised me to take deep breaths and exhale very slowly, which worked very well for me.

The other was the importance of preparation for a stabilized and smooth approach to landing. Lastly, it is ok to 'go around', which happens when it is judged that an approach cannot be continued to a successful landing.

### Q What do you feed your brain?

A A lot of positivity, anything I set my eyes on that includes positive literature and material. I endeavor to learn something new as often as possible.

I take time off to reflect in a quiet space including driving out of town to different destinations in the countryside.

### Q How do you want to grow old?

A Gracefully of course. I intend to retire early, travel, spend time with family and write my autobiography. I would also like to pass on as much as I can to the younger generation. But above all else, I would like to leave a mark that will never be forgotten especially in the aviation sphere that I will have spent most of my life. ●

## EMCOS elects new Chairman

Mr. Daniel Bateeze was recently elected Chairman of the UCAA Employees Cooperative Savings and Credit Society (EMCOS). *Aviation Forum* caught up with him for an insight into the operations of EMCOS and below are excerpts of the interview:

### Q Congratulations on your election as the Chairman of EMCOS. When were you appointed Chairman and how long is the term of office?

A Thank you so much. I was re-elected as Chairman Board of Directors of UCAA EMCOS on March 23, 2019. This is my second term as Chairman and I will serve a two year term. I thank the members of UCAA EMCOS for the entrusting my team and I with this responsibility.

### Q What is UCAA EMCOS and what does it do?

A UCAA EMCOS Ltd is a savings and credit society for UCAA employees. Its history dates as far back as 1991 and started as a group at Control Tower which was eventually registered as a SACCO in 1991 under The Cooperative Societies Statute 1991. It belongs to the employees of UCAA and provides savings and credit facilities to members.

EMCOS office is located at EMCOS house, Plot 192 at Katabi along Entebbe - Kampala Road.

### Q What are your aspirations and in which areas would you like to see change for the good of the SACCO?

A We aspire to see EMCOS great again by; ensuring membership growth to at least 500 by end of 2020 through recruitment of new members, which is hoped to increase the savings portfolio and increase loanable funds of the SACCO, increase the maximum loan threshold to at least 50 million per eligible member (at a competitive interest rate), improve return on investment for members' shares, introduce new products for members and improve service delivery to members thereby making EMCOS competitive.

# interview.



**Q How do you plan to popularize EMCOS to regain its lost glory and how are you going to increase membership?**

**A** We intend to achieve this by: Improvement of service delivery through reducing on the loan processing periods. We plan to fulfill all loan requests and savings withdraw requests within two days hence creating good ambassadors for EMCOS. We have embarked on an aggressive recruitment of new members within UCAA while disseminating literature about EMCOS.

We have also adapted use of Information Technology platforms to boost membership registration and continually make use of different UCAA engagements like staff meetings to explain to staff about the benefits of being members of EMCOS. We have also approached the Training Department for inclusion in the UCAA induction program.

All UCAA staff are free to join EMCOS. Membership cards are available in the UCAA library, EMCOS house at Katabi, DANS and DAAS registry.

**Q Who are the people entitled to be members and what are the benefits?**

**A** All UCAA staff are free to join EMCOS. Membership cards are available in the UCAA library, EMCOS house at Katabi, DANS and DAAS registry. Staff may fill them up with their details and a committee member will pick it up from any of the access points.

Members are entitled to several benefits including; Convenience of saving monthly with a minimum amount of Uganda Shillings one hundred thousand (100,000/=).

This money is offset by Pay and Benefits and remitted to EMCOS. Members' savings attract interest at the end of the year. Interest is determined by the decisions arising out of the Annual General Meeting (AGM). Members can also access loans at competitive interest rates.

We have loans that are payable in 24 months and short term loans of up to three million shillings payable in 3 months. Besides this, we consider our SACCO a family and offer emotional support to members in times of loss of a loved one or when hospitalized.

**Q How many members are currently subscribed to EMCOS?**

**A** The SACCO currently has about 200 members.

**Q What is the future of EMCOS?**

**A** The future of EMCOS is big. We envision EMCOS as a vibrant SACCO being used by UCAA members as a preferred vehicle to achieve financial independence through offering very competitive loan facilities. We see member growth and pooling resources together to help them carry out investments.

We see EMCOS fully recovering and becoming once again one of the top SACCOS in Uganda in the next five years and this time permanently because we have developed a strategic plan and put in place controls to safe guard members' savings while growing the SACCO portfolio.

I call upon all UCAA staff to come and we rebuild EMCOS together. This is our SACCO and together we can easily catapult it back to greatness.

Together we pool, together we pull as one. Thank you. ●



By **Dr. James Mubiru**  
Manager Information Technology

## Managing risk in projects - A practical experience

In late 2008, it suddenly dawned on me that I had to manage a one million dollar project after my boss left this world for a better place. This is a project aimed at enhancing passenger experience through Entebbe International Airport (EIA) by transforming the check-in process at the departure counters.

**W**e did this through implementation of a departure passenger handling system; also known as CUTE system. Initially, each Air Operator had their own equipment at the check-in counters to handle their passengers. This arrangement was inefficient given that the number of Airlines operating at EIA was increasing.

The global trend is to enable sharing of IT resources at the check-in counters to maintain efficiency to the satisfaction of the clients. In this project, we removed all the Airline IT equipment and replaced it with CAA-managed equipment, creating a platform where an Air Operator could check in passengers using any counter and processing both the boarding passes and bag tags.

I was new to project management at the time of the implementation and did not have much experience. I was faced with the reality that there was a RISK I had to manage, which was failure of the project due to change of CAA project manager. My immediate thought as mitigation to that major risk was to get close to persons that are fairly good at project management.

This project was implemented as a joint venture between ROKO Uganda and Xybase Malaysia while the system was developed by a French company, RESA Airport Systems. I contacted both project managers, ROKO and Xybase, informing them that I will rely on them to deliver this project to the expectations of my superiors.

We finally commissioned the system in April

You are faced with RISKS if for some reason you are surrounded with uncertainties that may prevent you from achieving your objectives, whether in projects or operational activities.

2009 after several months of haggling with the key stakeholders on issue to do with requirements and expectations. We started with seven Airlines on the system platform and the number has since increased.

The idea of documenting risk management processes crossed my mind years later when faced with a similarly challenging, but stalled project. You are faced with RISKS if for some reason you are surrounded with uncertainties that may prevent you from achieving your objectives, whether in projects or operational activities.

Your success in the activities will greatly depend on how you manage the risks. Often times, we fail in our activities because of poorly managing risk. It may be a result of failure to identify key risks to manage or failure to control them if we identify them. We must manage risk throughout the span of our activities.

This article focuses on risk in projects. Rita Mulcahy, in her Project Management Guide, defines risk as future occurrence that may or may not happen, but can have a positive or negative impact on a project. She looks at positive impact as an OPPORTUNITY and negative impact as the THREATS; both to be managed. Risk management is an art, which can be learned and perfected with continuous practice and use in real case scenarios; running projects and operations.

I practice risk management especially in

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projects, but I must admit I do not apply documented risk management on some projects. I usually identify the projects whose risk level and stakeholder expectations are generally high. I then endeavor to follow the recommended risk management process by the Project Management Institute (PMI) which recommends that you plan risk management, identify risks, analyze risks, plan risk responses and control risks.

You have to take the initiative as the project manager to start the risk management process. Often times, team members are reluctant to start the process. They would rather review an existing risk management document rather than create one.

In retrospect, I do the risk planning as part of the project initiation. I develop a draft risk register and present it to the team at the onset of project execution.

The draft has the identified risks, their analysis and proposed risk mitigations. We monitor then review the risks as often as possible during the project progress meetings. The review process is to ascertain the status of the risks and if there are any challenges in their management. We close a risk once it is ineffective or in a situation whereby a mitigation has been executed for that risk or if the risk is believed to be below the risk appetite for the project.

We maintain the following parameters in a risk register: Risk No., risk area, risk description, likelihood, impact, response strategy, 'assigned to' and current status of the risk. A 'sample' is shown of the risk register for a project we executed in early 2018.

We updated the risk register regularly during the life of the project and closed the risks at project closure. We manage any risks that emerge in post-implementation as 'Operational' risks using the recommended CAA Risk Register Matrix. ●

By **Agnes Aguma**  
Senior Air Traffic Management Inspector/ Search and Rescue Taskforce member



## Search and Rescue critical in aviation

The importance of search and rescue in air transport can only be felt when a loved one is involved in an accident. Search and Rescue (SAR) are simple English self-explanatory words. They may appear modest but are very crucial to our daily lives let alone in the aviation and transport industry as a whole.

**T**o search is to find aircraft, passengers or property and to rescue is to save them from danger. Therefore to find somebody and save them from danger is the main goal of this responsibility. Rescue can only be conducted following a successful search therefore; rescue arises out of a search.

"Search and Rescue Service" in aviation may consist of; distress monitoring - tracking of aircraft that are in need of immediate assistance, communication - alerting the responsible offices about any distress aircraft, coordination of all stakeholders to avoid duplication of efforts and search and rescue functions - provision of medical advice, initial medical assistance, medical evacuation and dropping supplies, among others.

Search and Rescue service is provided through use of public and private resources, including cooperating aircraft, vessels and other craft and installations.

This service is provided mainly to save lives and/ or to reduce suffering of survivors by providing rescue services. Interestingly no one can predict who will need these services or when their kin will need these services.

The water accident in November, 2018 that killed scores of travellers in a boat on Lake Victoria is one case in point.

Another interesting thing is that it does not matter what your social status is when in need of immediate assistance. At that point persons in distress depend on other people for their survival. The people they depend on can be anyone; a fisherman, a game warden, a hunter, a farmer, a cyclist, you or me.

In this case it was fishermen who witnessed the boat cruise accident, were the first responders and where vital in rescuing survivors and alerting the public on the same.

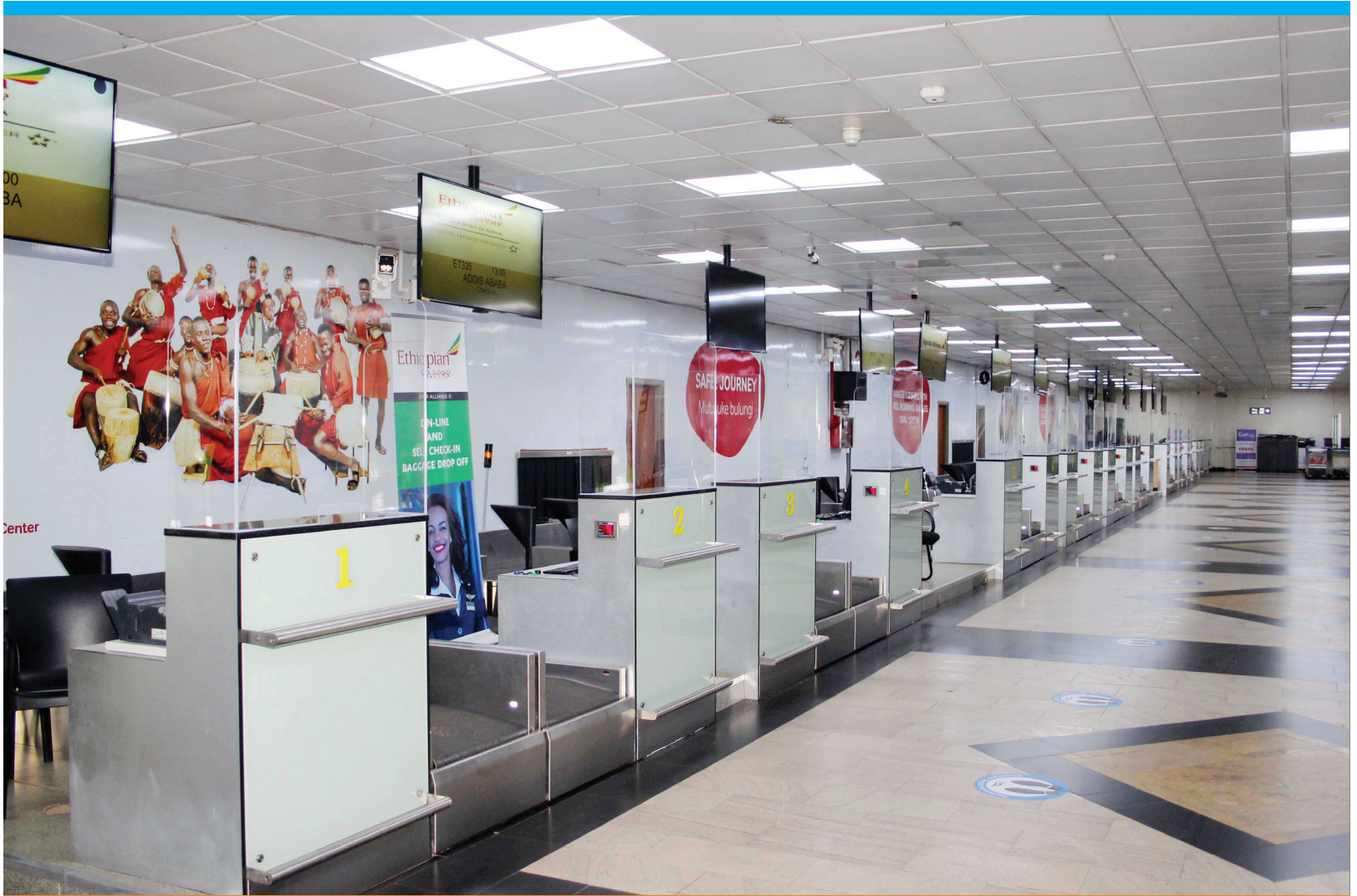
It should be emphasized that SAR service is very expensive; it involves aircraft, water vessels, people, medical assistance and many other resources. It is for the same reason that you will never find a sole agency that provides SAR services but rather agencies that coordinate SAR services.

SAR service is provided through the use of public and private resources like Military, Police, Local government, Air operators, Ministry of Health and Authorities responsible for disaster preparedness and local community among others.

Uganda Civil Aviation Authority has been mandated by the CAA Act CAP 354 to coordinate aeronautical SAR services within Uganda by providing assistance to aircraft in need of immediate assistance. Within the UCAA, the Directorate of Air Navigation services (DANS) shall coordinate the aeronautical SAR services. ●



Uganda Civil Aviation Authority



Uganda Civil Aviation Authority,  
Airport Road, Entebbe International Airport, Entebbe-Uganda,  
P.O. Box 5536 Kampala Uganda  
Head Office Tel: +256 312 352 000, +256 414 352 000  
Airport Tel: +256 312 352 000, +256 414 352 000  
Email: [aviation@caa.co.ug](mailto:aviation@caa.co.ug)  
Website: [www.caa.go.ug](http://www.caa.go.ug)



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