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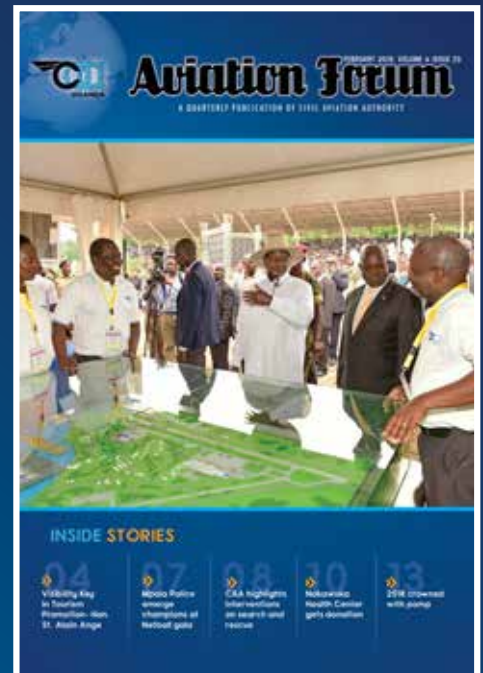
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COVER PHOTO:

H.E. President Yoweri Kaguta Museveni (center) interacting with the CAA staff at the CAA exhibition stand displaying a model for upgrade and expansion of Entebbe International Airport on December 10, 2018 at Kololo Airstrip.

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EDITORIAL

Lets build on 2018 milestones

2018 ended on a high with various successes recorded in the aviation industry. At the turn of the year, Entebbe International Airport (EIA) recorded 1,840,264 passengers, which indicates an additional 190,264 passengers more than the 1.65 million registered in 2017. This represents a 10.2% growth.

Similarly, commercial aircraft movements registered a 10.4% growth with a rise from 29,327 in 2017 to 32,386 in 2018. Domestic passenger traffic also recorded a 41.9% growth from 18,824 to 26,711.

The icing on the cake was manifested in the prestigious award of an ISO 9001:2015 Quality Management Systems Certification by the United Kingdom Accreditation Services (UKAS), a transition from the ISO 9001:2008 Standard that had been attained in 2016. That ICAO set a deadline of December 2019 for 60% of African countries to have attained the standard is a good sign that we have moved ahead of our colleagues.

With efforts to ensure Certification of Entebbe International Airport in high gear, everyone should ideally play their part so that this can be realized sooner than later. We should count ourselves privileged to be among the few African countries that the International Civil Aviation Organization (ICAO) is assisting towards attaining this goal.

The privileged gesture was extended to only countries that scored above 60% in relation to effective implementation of ICAO Standards and Recommended Practices (SARPs) in the 2014 Universal Safety Oversight Audit Programme (USOAP). This is not to mention progress made in upgrade of infrastructure. Let us not rest on our laurels. The good work that has culminated into international plaudits ought to be enhanced to higher levels. The high standards set in 2018 can only be surpassed in 2019.

Entebbe International Airport conducts full scale emergency exercise

By Kenneth Otim

Entebbe International Airport successfully conducted a mandatory full scale emergency exercise to test for the Airport's readiness in case of an emergency on Wednesday, February 27, 2019.

The exercise, which kicked off at 8:00 am involved simulation of a hostage taking scenario on an airline flying over the Ugandan airspace with a pseudo name, Speed Air and flight number TA 042 with 82 passengers on board.

After a protracted "hostage negotiation and rescue mission," the aircraft was cleared to proceed to the initial destination, but "crashed" on take – off, with passengers and crew on board.

The exercise presumed that some people lost their lives and a number of survivors were critically injured, which sparked off a mock emergency situation involving airport firefighters and other rescue agencies that were called in to save lives. The Civil Aviation Authority's Fire Fighting and Rescue Services personnel put down the ensuing 'fire' as medics from various hospitals were summoned and promptly responded.

Addressing the press after the exercise, CAA's Deputy Managing Director, Mr. Fred Bamwesigye explained that while the last emergency exercise held in 2016 involved one emergency situation, this one simulated an "aircraft hijack" and "crash" scenario on the same day.

He appreciated the efforts of the various stakeholders including medical staff and hospitals that provided ambulances that swarmed the "crash scene," Uganda Red Cross Society, St. John's Ambulance, Uganda Peoples Defense Air Force (UPDAF), Uganda Police Airwing, Aviation Police, national security agencies, ground handling agents and volunteers, among others.

The exercise is a mandatory requirement for international Airports of countries that are contracting member States of the International Civil Aviation Organization (ICAO).



The emergency response teams from Police Airwing and Nakasero hospital take "survivors" for treatment.



CAA's Fire trucks put out the raging fire during the drill.



Uganda Peoples Defense Air Force (UPDAF) were on site to transport "survivors" to health facilities in Kampala.



CAA's Fire and Rescue services personnel put out the fire during the exercise.

CAA & Entebbe International Airport attain ISO 9001:2015 QMS Certification

Civil Aviation Authority (CAA) and Entebbe International Airport were recently awarded the prestigious ISO 9001:2015 Quality Management Systems (QMS) Certificate following compliance with stringent requirements of the standard by the United Kingdom Accreditation Service (UKAS).

The ISO 9001:2015 certification standard is a transition from the ISO 9001:2008 standard that was attained by CAA and Entebbe International Airport in 2016. It relates to the provision of aeronautical services within the Flight Information Region of Uganda to include regulation, licensing, air navigation services, search and rescue, certification of air

operators, operation and maintenance of aerodromes, security and corporate support services.

CAA Uganda now joins Kenya, Tanzania and five other African countries to attain the ISO 9001:2015 QMS certification. The International Civil Aviation Organization (ICAO) set a deadline of December 2019 for at least 60% of the African countries to have implemented the requirements and attained certification to the standard.

ISO certification implies that the holder has systems and processes in place that meet the needs of all interested parties in the aviation industry, including statutory and regulatory

requirements.

The QMS certification is a demonstration that the systems and processes in place are designed based on the requirements of all interested parties in aviation. CAA plans consider risks and opportunities in the industry and this gives internal and external confidence that the QMS is based on an international standard that can be compared across the globe.

Quality, Safety and Security concerns are core in aviation and industry players look at quality management certification as a demonstration of commitment to excellence.



Visibility key in tourism promotion- Hon. Alain St. Ange

Hon. Alain St. Ange, the keynote speaker, at CAA's Stakeholders engagement breakfast held at Kampala Serena Hotel on December 6, 2018 emphasized the importance of positive visibility in promoting Uganda's tourism potential.

Highlighting the need for adoption of a comprehensive tourism strategy, Hon. St. Ange, who is Seychelles former Minister of Tourism, Civil Aviation, Ports and Marine, applauded Uganda for the steps taken in expanding and upgrading Entebbe International Airport and ensuring the revival of Uganda's national airline.

"In order to have growth in passenger traffic at Entebbe International Airport, Ministry of Works and Transport together with Civil Aviation Authority (CAA) need to work together with the Ministry of Tourism in order to boost tourism in Uganda, which is a major economic backbone to the Airport", he remarked.

He emphasized that through promoting Uganda's key assets, the country would become a household name world over making it a key destination in East Africa.

The Guest of Honour, Minister of Works and Transport, Hon. Monica Azuba Ntege revealed that the Aviation week's theme, "Working together to ensure no country is left behind", highlighted ICAO's efforts to assist states in implementing ICAO Standards and Recommended Practices (SARPs). She stressed that the main goal was to help ensure that SARPs implementation is better harmonized globally so that all states have access to the significant socio-economic benefits of safe and reliable air Transport.

"Government is committed to implementation of all efforts aimed at ensuring growth of the aviation industry and revival of the National Airline is one such avenue that government has focused on to ensure further increase in the number of passengers coming in and out of Uganda," Hon. Ntege stated.

She urged air operators present not to look at the national airline as a competitor, but one that would complement their businesses through bringing in onward traffic that can be shared by existing operators in connecting to other destinations.

She further disclosed that the national airline would open up more domestic routes and help to complete the tourism supply chain by joining other domestic operators in picking up passengers brought in by international air operators and conveniently connecting them to their tourism destinations upcountry.

Speaking on behalf of the CAA Board Chairman, Eng. Mackenzie Ogweng extended appreciation to Hon. St. Ange for an inspiring key not address and noted that the CAA Board was cognizant of the important need for tourism, airports and airlines to closely work together.

"Tourists will need transport (airlines), tourists will need an airport where they can land with the navigation equipment and all the facilities. We are in agreement with the gist of your speech and are working closely with our tourist board", he affirmed.

CAA's Managing Director, Dr. David Kakuba confirmed that CAA's close working relations with tourism authorities in Uganda was manifested in the fact that CAA had a senior

manager on the Uganda Tourism Board.

Dr. Kakuba, highlighted a number of achievements the Authority had registered in 2018 some of which included the fact that new Bilateral Air Services Agreements (BASAs) were signed with Canada, Israel and Switzerland and as a result EL AR Israel Airlines was expected to commence operations to Entebbe in 2019.

He added that CAA attained the much coveted ISO 9001:2015 Quality Management Systems Standard Certification and became only the third regional aviation body after Kenya and Tanzania to attain such certification. He also highlighted the fact that passenger traffic in and out of Entebbe had risen.

The engagement was interactive with a range of questions from stakeholders that were responded to by the Minister of Works and Transport and Members of the CAA Board and management.

The event was widely broadcast and viewed live on NTV and BBS TV and can still be accessed on the CAA You tube page @<https://youtu.be/HKUXU67vNbc>



The Minister of Works and Transport, Hon. Monica A. Ntege (center) with CAA Board, Management and stakeholders at the breakfast engagement.

UGATSEA roots for support on new Research and Development initiatives

Aviation engineers have welcomed a move by the Board and Management to support the Research and Development initiatives undertaken by their umbrella organization, the Uganda Air Transport Safety Engineering Association (UGATSEA).

Speaking at the UGATSEA Annual General Meeting (AGM) at Best Western Hotel, Entebbe on Friday, December 7, 2018, the Board Chairman, Eng. Edward Mike Ndawula said the move was an integral part of a broader scheme tagged to Government's Vision 2040 to promote cooperation through joint projects and programs of mutual interest to research and development (R&D) centres and boost large firms to spur innovation and entrepreneurship.

"Government targets to specifically attract reputable international firms, which have high research and development content to set-up research centers in the country in specific fields and utilize local talent. Strategic research and development partnership will be developed with leading companies," he stated.

The Managing Director, Dr. David Kakuba, said that the initiative was focused on not only launching new products, technologies and applications, but pushing for more cooperation with international agencies.

He re-echoed the need for management's intervention in devising ways of boosting CAA's Research and Development unit into a fully-fledged department that would cater for the entire innovative requirements of the Authority.

"CAA will continue to invest in the professional development of our Engineers and we shall continue to support their research and development

initiatives. As CAA, we are ready to budget for the purpose of developing research and development in the organization because we are aware that the aviation industry is dynamic and ever-changing and this means that we must continue to maintain a vibrant, vigorous, active and innovative set of engineers who are capable of coping with the changes", he disclosed.

UGATSEA President, Eng. Andrew Mwesige, said continuous training and development of aviation engineers was critical in order to match the changing technological trends in the industry.

He expressed gratitude to management for the continued support in investing in engineers and pledged professionalism, exhibition of ethics and integrity in execution of engineering duties and responsibilities at all times.

"One of CAA's core values is "Passion for technology" and the solutions that have so far been developed under research and development like the Aircraft Tracker, Situational Reporting System (e-SITREP), automation of CNS operations and many others

have been developed on an adhoc basis. Our industry is all about increasing efficiency and safety for our stakeholders. We commit to let the sky not be our limit, but soar beyond it," he added.

Recognized for the services he rendered during his tenure as Director Airports and Aviation Security (DAAS), Eng. John Tusubira Kagoro could not hide his delight. As DAAS, he served in the capacity of patron of UGATSEA. While handing over the award, the Board Chairman appreciated him for his outstanding performance and encouraged him to continue offering wise counsel to the association whenever called upon.

UGATSEA is an association of engineering professionals in CAA whose aim is to foster the engineering professional development and advancement. It comprises diverse engineering professionals including Aeronautical, Aircraft maintenance, Aeronautical telecommunications, Electrical, Electronics, Civil and Mechanical engineers, among others.



Former CAA Director Airports and Aviation Security, Eng. John T. Kagoro makes an acceptance speech after receiving an award from Eng. Edward Mike Ndawula on behalf of UGATSEA at Best Western Hotel, Entebbe on December 7, 2018. Looking on are members of the CAA Board and Management.

CAA gives back to the golfing community



Deputy Managing Director, Mr. Fred Bamwesigye tees off at the opening of the Senior Golf tournament.

For the third year running, CAA sponsored the Uganda Seniors Golf Open tournament held at Kitante Golf Club from December 1-2, 2018.

The tee-off ceremony was presided over by the Deputy Managing Director, Mr. Fred Bamwesigye, who pledged CAA's continued support for the annual tournament. The pledge was greeted with loud cheers from the on-looking senior golfers.

"CAA continues to partner with Uganda Senior Golfers because golf is an all age inclusive game and it improves physical health. We also deemed it pertinent to give back to the golfing community in appreciation of the support exhibited over the years as frequent fliers and users of our facilities at Entebbe International Airport," he said.

The tournament, which is growing in leaps and bounds attracted 180 golfers from the East African region. The awards dinner was graced with the presence of the Minister of State for Works and Transport, Hon. Monica Azuba Ntege, who presided the event as Chief Guest and had also participated in the tournament.

Hon. Ntege expressed optimism that the Senior Golfers tournament will

improve competition among golfers in the country.

"I am a veteran golfer who has won accolades, but I will admit that today's game did not go well. I lost two of my golfing balls in the swamp, which made me lose points. However, this does not mean that I will not come back. I am eagerly looking forward to the 2019 tournament," she affirmed.

Hon. Ntege applauded CAA for the tournament sponsorship and stated that it was an excellent way of engaging stakeholders and keeping the CAA brand alive. She noted that CAA had set a high standard by exhibiting a good level of corporate governance and accountability with stakeholders as they joined other member states of ICAO to celebrate the International Aviation Week with various activities including the Seniors Golf tournament.

John Mugenzi and Edrae Kagombe claimed the Seniors Open Golf Championship. Mugenzi was the best Male golfer in the two day tournament returning a score of 141 nett to beat a huge field of experienced golfers, while Mbarara sports club lady golfer Kagombe had the best score with 144 nett in the female category.

Kawuma, Mubiru excel in Rwabushenyi Memorial Chess

Great talent was on display in the junior and senior categories of the Rwabushenyi Memorial Chess Championship with the overall winner, FIDE Master Kawuma Patrick, walking away with a grand prize of Uganda shillings one million. The junior under eighteen category was won by Namiro Janice Mubiru (female) and Majur Peter Manyang (Male).

Over the years, CAA has been at the forefront of supporting the annual Rwabushenyi Memorial Chess championship in memory of the late Cyril Rwabushenyi, a former Director Airports and Aviation Security (CAA) and founder member of the Uganda Chess Federation.

The tournament was held at Nob View Hotel, Ntinda from December 6-9, 2018 and attracted 135 players from Afghanistan, Kenya, Rwanda, Somalia, South Sudan and Uganda.

Mr. Mukalazi John Vianney, the Director Brand Chess Academy commended CAA for supporting the tournament.

Mpala Police emerge champions at Netball gala

The Aviation Week ended with a Netball gala at the Fresh handling playground on December 8, 2018. Sixteen netball teams including Mpala Police, Protea Hotel, Wagagai, DAS Handling, Tigers among others participated in the colourful gala organized by CAA.

The one day tournament also attracted a visiting team from Hoima. The event was nail-biting with highly experienced teams displaying skills in a competitive manner. Mpala Police netball team stood out throughout the tournament and skillfully beat all their opponents to sail to the finals in which

they triumphed over CAA's netball team.

Mpala Police's victory was "a mission well accomplished," according to their Patron, ASP Joseph Ssekitoleko. Mpala Police players were in brilliant form and outplayed CAA 14-9 in the finals. The winners were awarded with a goat, medals and certificates. Players from the other participating teams equally received medals and certificates.

All participating teams were handed accolades by the CAA Principal Public Affairs Officer, Mr. Kenneth Otim, who thanked the organizers and management for taking a wise decision

to keep the youth in Entebbe active and healthy.

"I thank the organizers for taking effort to organize this event. Sporting helps to keep the body and mind in proper shape. The initiative taken by CAA to sponsor this gala should be emulated by other able organizations," he said.

CAA sponsored the event and mobilization for the teams' participation was coordinated by Mr. Emmanuel Kasagga who vowed to double efforts to uphold the talent and upgrade the gala to a league in the for 2019 sports calendar.

25 Fire And Marine Rescue Staff Passed Out

By Shamillah Seyiga

Twenty five (25) fire fighters and marine staff were passed out on November 30, 2018 at Entebbe International Airport after comprehensively undergoing training.

The four month training equipped the trainees with skills related to Airport Familiarization (details of aircraft), fireman-ship, levels of protection/ extinguishing agents and strategies, and tactical operations, among others.

The Deputy Managing Director, Mr. Fred Bamwesigye, commended the fire department on the milestone achieved.

"As the industry grows with advancement in technology, firefighting and rescue operations become more complicated and challenging, hence the need to train our personnel who can handle such challenges once they occur at the Airport," he explained.

He further commended efforts to invest

in human personnel and acquisition of new equipment such as marine boats and fire extinguishing trucks.

CAA's Chief Fire Officer, Rev Samuel Atabua, said CAA had developed capacity to handle all kinds of rescue services on land and water.

"Our team is professional and well equipped to handle a wide range of emergency situations," he said at the pass out ceremony.

Rev. Atabua noted that the key to operational readiness was training in order to handle an aircraft incident. He further stressed the importance of

preparation for such a situation.

Out of the 25 trainees, 19 were firefighters and 6 marine rescuers. CAA's fleet is equipped with serviceable trucks and marine boats including five fire trucks deployed at Entebbe and five upcountry in Arua, Gulu, Soroti and Kisoro Airfields.

The marine department now has a Catamaran boat (with liferafts of carrying capacity 32 persons), Rescue one (with liferafts of carrying capacity 222 persons) and Rescue two (with liferafts of carrying capacity 222 persons).



The rescue teams show off their newly acquired skills.

Ladies take over Air Navigation Services on Women's day

In celebration of International Women's Day, Entebbe International Airport's Control Tower, Approach Radar and Area Control Center were manned by an all-female Air Traffic Controller's team on March 8, 2019 during the morning shift. The highly trained and vibrant ladies dedicated their efforts on International Women's day to showcase the strides made in empowerment of women, particularly in the areas of science, technology and engineering. The *Aviation Forum* team captured the moments.



The team was treated to a sumptuous luncheon at Faze 3, Entebbe after the shift.



CAA, Deputy Managing Director, Mr. Fred Bamwesigye addressing the press on International Women's day at the Tower.



Air Traffic Management Officers, Gloria Namazzi (left) and Miriam Abeko Agwou (right) controlling traffic at the Control Tower.



The team with the Deputy Managing Director, Mr. Fred Bamwesigye (center) at the luncheon.

ENHAS/NAS unveils carbon free tractors



ENHAS/NAS General Manager, Mr. Philippe Lacroix (left) and CAA Director Airports and Aviation Security, Eng. Ayub Sooma (right) shake hands at the commissioning ceremony.

By Kenneth Otim

Entebbe Handling Services (ENHAS/NAS) has unveiled new electric tow tractor models and forklifts worth US\$400,000 for airport ground support services.

The tractors, which were commissioned on Wednesday, March 13, 2019 at Entebbe International Airport will enhance productivity, lower operational costs and be easier to maintain compared to diesel tractors. With a towing capacity, rear cabin tug, and the forward cabin tug, the tractors offer solutions for both luggage transportation and towing of the aircraft.

Speaking at the commissioning, the Director Airports and Aviation Security (DAAS), Eng. Ayub Sooma, said that

use of the electric ground support equipment is an ideal way to reduce on the carbon emissions of ground handling equipment.

"I encourage and request all airport Ground Handling Service (GHS) providers to implement the best practices in carbon management, with the ultimate objective of creating a carbon neutral environment, which will make a huge difference to the airport's carbon footprint," he said.

He added that the ground handling of aircraft is an essential part of the aviation industry and use of electric ground support equipment is an ideal way to reduce the carbon emissions of aircraft ground handling equipment.

The General Manager ENHAS/NAS, Mr.

Philippe Lacroix said that considering the operational and technical factors, the use of electric airport ground equipment will contribute to a reduction of 2.5 times in carbon dioxide emissions as compared to the diesel equipment. He said that this would also lower the company's operational costs.

The Chairman Airline Operators Committee, Mr. Geoffrey Kubinga, commended the Management of ENHAS/NAS for their leadership, commitment and creative collaboration.

The event was attended by various airline station managers and other key stakeholders operating at Entebbe International Airport.

Stakeholders sensitized in search and rescue

By Joan Kamwesigye

A search, rescue and construction of instrument flight procedures sensitization stakeholders' workshop was successfully held at Imperial Resort Beach hotel from November 28-29, 2018.

CAA's Deputy Managing Director, Mr. Fred Bamwesigye, emphasized that the training was important because the number one strategic objective for the International Civil Aviation Organisation (ICAO) is safety. The stakeholders selected to participate in the course were chosen because the Directorate of Safety, Security and Economic Regulation identified them as being critical to the strategic and day-to-day decision making.

"Looking at statistics, the aviation traffic volumes have doubled in the past fifteen years. There is a need for a combined stakeholder effort to improve and supersede the safety margins," he added.

Mr. Bamwesigye expressed deep appreciation to the facilitators and similarly hailed the important contribution made by CAA on behalf of Government to establish an effective safety oversight system and the specific operating regulations (Civil Aviation Regulations) as part of the industry safety programme.

During the workshop, Ag. Director Safety Security and Economic Regulation, Mrs. Jane Kanyunyuzi emphasized the need for continuous improvement in aviation safety, which requires collaboration across all operational domains.

"There is need for collaborative efforts between key stakeholders, including

service providers and regulatory authorities at all levels," she said.

Mrs. Kanyunyuzi explained the task ahead in executing a process of providing for the Civil Aviation (Aeronautical Search and Rescue) Regulations that would implement applicable Standards and Recommended Practices (SARPs) contained in ICAO Annex 12.

She said that discussions would be centered on construction of flight instrument procedures with the hope that the published flight paths of aircraft in our airspace and at aerodromes were safe and clear of obstacle.

"Our country just experienced a tragic accident on Lake Victoria and we can all reflect on how this could have been avoided or fatalities reduced with a more regulated environment. Our efforts today are geared towards mitigating the impact of a similar occurrence in the aviation industry," she said.

Looking at statistics, the aviation traffic volumes have doubled in the past fifteen years and as stakeholders there is a need for a combined effort

Uganda implements Carbon Offsetting and Reduction Scheme



Managing Director Dr. David Mpango Kakuba

By Sheila Ajok Lubangakene

Uganda is implementing the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) effective January 1, 2019 under a CORSIA scheme in which airline operators are expected to start reporting their annual carbon emissions. This was revealed during a sensitization workshop for aviation experts held at Central Inn, Entebbe on December 17, 2018.

Speaking at the opening ceremony, CAA Managing Director, Dr. David Kakuba said that activities under CORSIA envisioned Environmental Protection in regard to international aviation as one of the International Civil Aviation Organization's (ICAO) Strategic objectives.

Dr. Kakuba emphasized the timeliness for Uganda to implement CORSIA since it was now mandatory for all states with airline operators conducting international flights to Monitor, Report and Verify (MRV) carbon emissions.

“I would like to encourage participants to focus on the stated objectives, which emphasize information exchange on CORSIA implementation requirement, focus on the Monitoring, Reporting and Verification aspects and ensure that procedures and required actions are well understood,” he said.

Dr. Kakuba expressed optimism that the training would go a long way in building capacity for airline operators to develop Emissions Monitoring Plans and effectively report on their carbon emissions.

“To enable aviation to be an even bigger driver of prosperity

across the continent, we must work with governments to improve competitiveness, develop effective infrastructure, modernize the regulatory framework with a focus on global standards, and ensure a well-trained and diverse workforce”, he added.

The CAA Director Safety, Security and Economic Regulation (Designate), Eng. Ronny Barongo, said that environmental protection was critical and ICAO had been working on standards related to aircraft noise. He added that, ICAO was gradually expanding to other areas such as

local air quality and more recently climate change. He noted that airlines and states also needed to co-operate on programmes for environmental sustainability.

The training was conducted by facilitators from Kenya Civil Aviation Authority, Winstone Gicheru and Mwangi Francis, who are focal point aviation experts on CORSIA.

In Africa, Uganda joins Botswana, Burkina Faso, Equatorial Guinea, Gabon, Kenya, Nigeria and Zambia in signing up to CORSIA.

High-tech security equipment installed at Entebbe International Airport

By Kenneth Otim

Civil Aviation Authority installed four new x-ray screening machines at Entebbe International Airport on Wednesday, January 9, 2019.

The new equipment is to enhance efforts to improve on processes and systems that will better facilitate safety and security for airport users.

Commissioning the new X-ray machines, the CAA Managing Director, Dr. David Mpango Kakuba, said the equipment, which cost Uganda shillings three billion four hundred thousand is deployed at the cargo centre, luggage sorting area, customs and at the VVIP terminal.

“Security management is key to CAA. These machines are state-of-the-art and provide us with a new and additional line of safety and security for our passengers, against terrorist threats and the importation or export of contraband and illegal items into and out of Uganda,” said Dr. Kakuba.

He added that the Xray machines will beef up and close any security gaps at the airport.

“The efficiency of any airport is measured by the time the passenger spends in the terminal. The equipment is certainly going to enhance efficiency and reduce on the time passengers spend while going through the Airport,” he emphasized.

Dr. Kakuba applauded the contractor M/s Spectra International Limited for timely delivery of equipment that met the prescribed specifications.

The Ag. Director of Airports and Aviation Security, Eng. Ayub Sooma said that the equipment will reduce on the queues at peak time at the arrival area and also facilitate screening of passengers in transit.

He said that the project had been successfully completed with good partnership and cooperation from the contractor.

The Chief of Joint Security Operations (CJSO), ACP James Ruhweza said that the equipment was a timely delivery as Uganda prepares for the G77 summit in December, 2019. Ruhweza cautioned the security agents at the airport not to be complacent and asked the users of the equipment to avoid underutilization of the equipment.

The Manager Aviation Security, Mr. Emmanuel Barungi commended the quality of the equipment as per the report for the factory acceptance tests.

The CEO for M/s Spectra International Limited, Mrs. Maria Odido thanked CAA for the good project supervision and teamwork by the technical team and management. She said that her company will provide adequate training to the users. Odida urged CAA to protect and guard the machines from being damaged to ensure value for money spent.

AVIATION WEEK



Hon. Monica Azuba Ntege (centre, seated) with the CAA Board and winners of the Senior Golf tournament at Kitante Golf Club on December 2, 2018.



Stakeholders at the breakfast listen to the Minister of Works and Transport, Hon. Monica Azuba Ntege make her presentation at Kampala Serena Hotel on December 6, 2018.



The engagement was interactive with a number of stakeholders submitting feedback on ways CAA can boost services of the aviation industry.



CAA staff attended the Senior golfer's dinner. (Left -Right) Manager Public Affairs, Mr. Vianney Luggya, Director Air Navigation Services, Mr. Richard Ruhesi, Manager Marketing and Commercial, Dr. Tom Wasswa and Director Safety, Security and Economic Regulation (Designate) Eng. Ronny Barongo.



CAA Deputy Managing Director, Mr. Fred Bamwesigye (fourth right) and Mr. Vianney Luggya (third right) with members of the Uganda Seniors Golfing Society during the tee off ceremony at Kitante Golf Club.



Board Director, Eng. Mackenzie Ongweng hands over a trophy to one of the winners at the Seniors Golf awards dinner.

There was feedback, interaction, breakfast and all the action at the aviation week Stakeholder's Engagement Breakfast





UGAISOA President Mr. Bonny Lwoto plants a tree at Nakawuka Health Center III

CAA supports Entebbe Rotary Club's Health Initiatives

By Jackie Kiyingi

Civil Aviation Authority (CAA) donated ten million shillings to Entebbe Rotary Club to support a health initiative to further equip Entebbe General Hospital's Intensive Care Unit.

The dummy cheque was officially handed over by CAA's Manager Public Affairs, Mr. Vianney Luggya and Manager Marketing and Commercial Services, Dr. Tom Wasswa to Entebbe Rotary Club President, Mr. Bush Ochieng on December 14, 2018 at Lake Victoria Hotel.

Mr. Ochieng applauded CAA for the contribution and pledged Entebbe Rotary Club's commitment to deliver on their promise of equipping Entebbe hospital.

"The funds will be put to the intended purpose to ensure matters of emergency and intensive care are managed effectively," he said.

"Our aim is to ensure that we help Entebbe Municipality and Ugandans as a whole to boast of a hospital where

referrals including those that may arise from aviation accidents are attended to."

He said the funds would be sent to Rotary International with expectation of having a top up in order to kick start the project.

Mr. Luggya said that Entebbe General Hospital was strategically located close to Entebbe International Airport.

"In the event that any accident or incident happens at the Airport, it is our first point of reference for any emergency. It is therefore important for us that we join hands with other well-wishers like Rotary Club of Entebbe to ensure that facilities at the hospital are upgraded," he stated.

CAA joined other stakeholders like ENHAS/NAS who made a contribution of USD 90,000 towards this noble cause.

UGAISOA donates to Nakawuka Health Center

By Shamillah Seyiga

Nakawuka Health Center III received an assortment of materials from the Uganda Aeronautical Information Service Officers' Association (UGAISOA), an umbrella association of Aeronautical Information Service Officers working with Civil Aviation Authority on January 4, 2019.

Handing over the items that included beds and mattresses worth Uganda shillings five million, UGAISOA President Mr. Bonny Lwoto, said it was pertinent to equip the facility since it served a vast community in Entebbe.

Mr. Lwoto revealed that Nakawuka was singled out because of its unique location in Entebbe International Airport's aero path.

"The Association noted that the facility serves a big population yet it has limited funds. This calls for need to support it considering that it could be one of the first points of contact during an emergency response situation," he said.

The health facility's in charge, Mr. Dennis Kizito, noted with excitement and gratitude that the donation could not have come at a more appropriate time. He explained that there was a plan to refurbish the staff quarters, purchase an ambulance and upgrade the incinerator, which are vital in improving facilities at the health center to ensure better service delivery.

CAA's Principal Public Affairs Officer, Mr. Kenneth Otim, who was part of the team that delivered the items to the health facility reiterated CAA's commitment to implementing a corporate social responsibility policy that emphasizes giving back to communities in the vicinity of the airport.

"The community in Entebbe is integral to the airport and we need each other in case of any eventuality," he said.

Need to strategically position for aviation opportunities



By Andrew Kasozi
Human Resource Development Officer

Last year was a remarkable period for the aviation sector. The sector witnessed low fuel and interest rate environment; some airlines posted very healthy profits for the third year in a row. In the human resource area, capacity was managed, load factors increased and Revenue Passenger Kilometers growth was well above the ten-year trend of 5.5%. Similarly, airlines were able to expand their networks and renew their fleet with more efficient aircraft.

According to a CNBC August 2018 Reuters report, Ethiopian Airlines posted profits of \$233m as at July 31, 2018, considerably more than what Uganda needs to put up an aviation training facility that would stand the test of time.

The question remains whether the Aviation industry can continue on this upward trajectory or whether we will see moderation or down cycle in the next few years. In the past, the aviation business cycle lasted eight or nine years from peak to peak. Industry economists have been expecting the top of this cycle since 2015, but the growth period has continued today, supported by the ultra-low-interest rate environment and airlines stimulating demand for travel.

Profit forecasts have continued the upward trend. Change, if it is to come, however, will no doubt present new opportunities.

According to the Iron law of Aviation, a rising number of the urban middle-class translates into a rising demand for air travel, whatever short-term blips the economy suffers. Management of such growth can only be achieved through leveraging the most important asset any organization can have - its workforce. The workforce plays such a critical role, that all other factors of production would be rendered obsolete if it were absent. Citing data from the International Air Transport Association (IATA), an effective airline is one that can develop effectiveness in three key productivity drivers – fuel, aircraft and labour (Ariya Furkfon).

The Ethiopian Civil Aviation Authority responded to this need by investing in a \$100 million facility called the Ethiopian Aviation Academy (EAA). Rated the largest and ultra - modern aviation academy in Africa, it is part of the ICAO TRAINAIR Plus Members. With such investment, the academy has taken the lead in churning out key human resource for the aviation job market in the region.

It has not been an easy journey, with a minimum of six decades to register a success story. However, it took Emirates Airlines under 3 decades to reach their current level of growth. Both are something we could learn from.

It is no doubt that the development tide is now blowing towards Africa and that Uganda is one of the most strategically positioned. With benchmarks such as Ethiopia's and United Arab Emirates, It's about time that our actions speak towards this development, it's time

to take bold steps in strategically positioning Uganda's aviation industry to ride the development tide and continue to play a significant part in transformation of our economy.

With projects such as the upgrade and expansion works of Entebbe International Airport (EIA), revival of Uganda Airlines and development of Kabaale International Airport, among others. The time is now for us to progress towards investment in a Civil Aviation Training Center (CATC). This will go a long way in championing our efforts towards operational efficiency and regional competitiveness. With ambition, we could even go a notch higher and do a CATC that can accommodate up to 5,000 trainees per annum.

The magic word is 'goodwill' factor from top to bottom for this to be effected.

Don't sweat the small stuff! Remember that, Iron sharpens iron and iron chops meat. I guess this would not be a bad place to start penning our names in the books of history.

The question remains whether the industry can continue on this upward trajectory or whether we will see moderation or down cycle in the next few years.

Implementing Enterprise Risk Management (ERM) processes in CAA



By Charles Kwisiga
Principal Internal Auditor

Enterprise Risk Management (ERM) is a structured, consistent and continuous system that is applied across the entire organization to manage uncertainties. Risks are uncertain future events that can influence an organization's ability to achieve its objectives.

It is effected by an entity's board of directors, management and other personnel, applied in a strategic setting and across the enterprise, to manage risk within its risk appetite.

Why Should CAA prefer ERM?

Unlike in traditional risk management where risks are managed in silos, the ERM puts its concerns on business and organization strategy in totality. CAA must manage a variety of strategic and operational risks facing an ever changing aviation industry, including growing financial constraints and increasing regulatory requirements.

The ERM process is continuous and involves identification and prioritization of risks and opportunities and the implementation of actions to mitigate top risks and capture opportunities. ERM focuses on reporting on risks and opportunities across the organization.

Risks identification

Risk identification is the main component of the best practice of the ERM process and is the main activity for the rest of the process. The main purpose of risk identification is to generate a detailed list of risks and opportunities that may affect the achievement of CAA objectives.

Assessment of risks

The identified risks need to be assessed so that mitigation efforts and resources are directed to those risks that are likely to happen and would create high impact to the organization. After this process, the top risks are identified and assigned to a risk owner.

The responsibilities assigned to the risk owner include monitoring the risk, and ensuring completion of all responses to that risk. The risk owner should be someone knowledgeable in that particular risk area and senior enough to drive completion of response actions.

Who is required to lead ERM Efforts in an Organization?

Top management must play a critical role in ERM processes. They are required to express a strong desire to implement ERM and internal audit function may coordinate ERM implementation. This desire and the importance of ERM must then be spread throughout an organization. It is therefore everyone's responsibility to take on a role in ERM process in order to have an effect on the organizations risks.

The ERM process is continuous and involves identification and prioritization of risks and opportunities and the implementation of actions to mitigate top risks and capture opportunities.

2018 crowned with pomp

By Sheila Ajok Lubangakene

An evening of clear skies and serene turf with astutely themed gold, black and white decoration, welcomed Members of the CAA Board, Management and Staff to Nican Resort Hotel for the annual end of year party on Friday, December 14, 2018.

The colourful event was graced by the Minister of State for Transport, Hon. Aggrey Bagiire, as guest of honour. He commended CAA's tremendous contribution towards the growth of the civil aviation industry and pledged Government's commitment to undertaking initiatives aimed at developing an air transport network that would effectively and efficiently connect Uganda to the world.

"The projects that are ongoing to upgrade and expand the infrastructure and facilities at Entebbe International Airport are intended to accommodate the current and future air traffic growth in the industry," the Minister added.

Speaking on behalf of the Board Chairman, Director Angella Kiryabwiire Kanyima said she was thrilled by the success registered in the passing of the CAA Amendment Bill (2017) by Parliament.

"When we first tabled this Bill, many Members of Parliament on the infrastructure committee wanted the Bill split into two (one to create the Civil Aviation Authority and another to create the Airports Authority)," she recalled.

Mrs. Kanyima pledged the Board's continued support to management and staff in return for staff realization of the Authority's dreams in order to keep the banner of CAA high.

Dr. David Kakuba outlined key milestones in the year. He said the passing of the CAA Amendment Bill (2017) would go a long way in enabling better scores in subsequent ICAO audits. He also highlighted improved air traffic performance in the industry for the period January-December 2018.

Staff were treated to roast, popped bottles, entertainment from the band and an energetic performance by entertainer Ykee Benda coupled with a dose of humour from the Master of Ceremony, Roger Mugisha, which left many in stitches as the evening wore down.

It was an excellent way of saying a big thank you to staff for all the hard work demonstrated over the course of the year.

"The projects that are ongoing to upgrade and expand the infrastructure and facilities at Entebbe International Airport are intended to accommodate the current and future air traffic growth in the industry," the Minister added.



Minister of State for Transport, Hon. Aggrey Bagiire addressing staff at the party.

PICTORIAL



Hon. Aggrey Bagiire (second right) hands over a gift to former Senior Pay and Benefits Officer, Mr. Vincent Kiiza who retired in 2018.



The Minister of State (Transport) Hon. Aggrey Bagiire (third right), Board Member Mrs. Angella K. Kanyima (second left) with the Managing Director Dr. David Kakuba (right) and Director Finance Mr. Hannington Banyendera (left).



The Directorate of Human Resource and Administration was very well represented.



Hon. Aggrey Bagiire and management cut cake with CAA new staff.



Artist Ykee Benda moved the crowds to endless joy, fun and laughter.



Eng. Ayub Sooma was elevated to the position of Director Airports and Aviation Security with effect from March 4, 2019.

Eng. Sooma joined CAA in 1995 and has served in different capacities as Electrical Engineer, Senior Electrical Engineer, Principal Electrical Engineer, Manager Aerodrome Maintenance and General Manager- Entebbe International Airport.

He holds a Master in Management

Studies, Post Graduate Diploma in Management from Uganda Management Institute and Bachelor of Science in Electrical Engineering and Automation from Tsinghua University in Beijing, China.

Eng. Sooma also holds various qualifications in the field of electrical engineering and airport management and is a member of the Engineers Registration Board (ERB) and Uganda Institute of Professional Engineers (UIPE).



Mr. Jabbe Pascal Osinde Osudo was elevated to the position of Director Human Resource and Administration with effect from March 4, 2019.

He holds a Bachelor of Commerce degree from Makerere University, Post Graduate Diploma in Transport and Logistics and several other professional qualifications in the field of Administration, Logistics, transport and purchasing.

He has worked with Civil Aviation Authority since 2013, as Manager

Administration and is a Chartered Member of the Institute of Logistics and Transport (CMILT) and an Aviation Management Professional (AvMP).

Mr. Osinde previously worked with Pioneer Bus Ltd, National Social Security Fund, MAERSK Uganda Ltd, Alexandria Governorate Transport, Public Procurement and Disposal of Public Assets and Reformed Central Board. He has a wealth of knowledge, skills and experience in administration, transport and logistics management.



Mr. Joseph Bukenya was elevated to the position of Manager Strategic Planning with effect from September 1, 2018.

He holds a Master of Statistics, Post Graduate Diploma in Statistics and Bachelor of Statistics Degree from Makerere University. He holds various qualifications in the field of air transport economics, monitoring, evaluation and economic planning.

He has been working with Civil Aviation Authority since 1999 and served in different positions as Senior Economics and Planning Officer, Senior Strategic Planning Officer and Principal Strategic Planning Officer.

Mr. Bukenya previously worked with Rank Consult (U) Ltd and has a wealth of knowledge, skills and experience in strategic planning and management.



Mr. Paul Lukanga commenced his duties as Manager Flight Safety Standards on January 14, 2019.

He holds a Masters in Aerospace Management (MBA) from Toulouse Business School, France, Bachelor of Science Mechanical Engineering Degree from Makerere University and

other professional qualifications in the field of Aircraft Maintenance and Engineering.

He previously worked in different capacities with Alaska Airlines, Virgin America Airlines, Air Fleet Acquisition Group LLC, Finaircraft S.A.S, Rwandair and Air Uganda.



MAGICAL DAY: CAA's Enid Nasasira and Major Ambrose Muganga were wed at Bugonga Catholic Church, Entebbe. Mr. and Mrs. Muganga later hosted their guests at Uganda Wildlife Education Center on June 23, 2018.



TRUE LOVE: CAA's Kasigye Dennis and Penelope Natureba were joined in Holy Matrimony at Full Gospel Church, Entebbe. Their guests were hosted at Joritah Gardens, Kisubi on September 8, 2018.



ENDLESS LOVE: CAA's Ivan Upoki and Nicola Businge exchanged vows at St. Luke Church, Ntinda. They later hosted guests at La Jolla Gardens, Kisaasi on January 12, 2019.

CAA are champions

The CAA sports teams exhibited extraordinary performances in 2018 and this was witnessed in the just concluded Corporate and Entebbe Airport Stakeholders leagues. The football team maintained an attack-minded mentality throughout the league and this was the biggest threat to their opponents.

The final, which ended 2:1 in CAA's favour against title holders and favourites, Protea Hotel, witnessed good delivery and clever passes from Moses Mugwanya and Stephen Sserubiri who easily found the net to

secure the vital win.

CAA's Assistant Sports coordinator, Emmanuel Kasagga revealed that good preparation, confidence and team work played a key role in securing the final result.

At the start of the corporate league, CAA was headed for the top and this determination was visible from the different teams' performances throughout the league. This came to fruition at the awards dinner on December 7, 2018 after gunning third overall position in the league.

Boaz Nabimanya declared that this was CAA's best performance ever since entry into the Corporate league in 2015. He was confident that future games would yield more trophies.

CAA contributed Uganda shillings two million thirty thousand towards the special awards for best manager, best goal keeper, Most Valuable Players, Smartest Company and Best supporting company. The Manager Public Affairs, Vianney Luggya handed over a few accolades to the winners during the awards dinner.

| No. | Sport | Award | Comment |
|-----|----------------------------|--------|-------------------------------|
| 1. | Overall standing in league | Third | Out of 50 corporate companies |
| 2. | Football | Third | |
| 3. | Netball | Second | |
| 4. | Athletics | Third | |
| 5. | Pool | Second | |



A lineup of trophies CAA has won at different tournaments.



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