



Aviation Forum

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Civil Aviation Authority Uganda



COVER PHOTO:

The CAA Board of Directors and management tour ongoing upgrade and expansion works at Entebbe International Airport in August.

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EDITORIAL

New strategic plan to drive the authority's business

The Board of Directors recently approved a Strategic Plan to guide Civil Aviation Authority's business over the next five years (2018/19- 2022/23). The onus now lies with every staff in ensuring timely implementation of the key strategic initiatives highlighted in the Plan.

Having a documented Strategic Plan is a given for any organization. The transition from relying on a five-year rolling Business Plan to a five year Strategic Plan has been a long and protracted, but worthwhile experience.

The process that the entire organization went through in the run-up to adoption of the inaugural Strategic Plan ensured clarity in priorities, emphasis on team work and sustainable utilization of resources. This has enhanced the need to attach importance to proactive measures and operational efficiency. This is commendable and ought to be applauded.

The Strategic plan is intended to guide the Authority in implementation of its core mandate as stipulated in the CAA Act. The plan also provides a roadmap towards realization of our Vision. CAA is now strategically positioned in the operational environment and aligned effectively to the changes taking place in that environment.

That the Strategic Plan is cognizant of provisions in the 20-year National Civil Aviation Master Plan and Uganda Vision 2040 makes it even more relevant to the needs and aspirations of the aviation industry. The provisions in the Plan should be religiously adhered to.

Teamwork, which is also one of the core values embraced in the new Plan, will be key in delivering us to the 'promised land'.

Aluta Continua

CAA highlights achievements at Joint Transport Sector Review workshop

Civil Aviation Authority actively participated in the 14th Joint Transport Sector Review Workshop and exhibited a model for the upgrade and expansion of Entebbe International Airport at Speke Resort Munyonyo from September 27-28, 2018.

The Authority's Managing Director, Dr. David Kakuba, participated in a panel discussion moderated by the Minister of Works and Transport, Hon. Monica Azuba Ntege, and he enumerated a number of achievements registered in the aviation sector.

The performance review workshop was attended by over 200 transport sector players and stakeholders including Uganda National Roads Authority, Uganda Road Fund, Standard Gauge Railway, Parliament, and development partners from the World Bank, Africa Development Bank, Trademark East Africa and European Union, among others

In her speech, the Minister affirmed that the ministry's improved performance was a step in the right direction. "Inclusive growth is at the center of our development plan in accelerating multi-modal transport systems. This year will see better performance compared to last year, given the rate at which infrastructure is being developed," she said.

She also stressed the need for organized transport systems in order to meet global standards.



The Minister of Works and Transport, Hon. Monica Azuba Ntege (right), with the CAA Managing Director, Dr. David Kakuba (center) and other heads of agencies from the works and transport sector during the 14th Joint Transport Sector Review Workshop at Speke Resort Munyonyo in September, 2018.

Soroti & Kaabong stakeholders sensitized in search and rescue

By Kenneth Otim

In order to further enhance awareness of stakeholders' responsibilities in the unfortunate event of an emergency involving aircraft, Civil Aviation Authority (CAA) convened search and rescue sensitization workshops in the districts of Soroti and Kaabong on October 2 and 4, 2018, respectively.

The workshops were aimed at sensitizing and promoting successful coordination between CAA, local authorities and other agencies. Participants were also reminded of the need to take care of individual safety precautions.

The workshops' facilitators included the CAA Air Traffic Management (ATM) expert, Mr. David Clay Amone, ATM Supervisor, Mr. Francis Malinga, and Senior ATM Officer, Mr. David Mwitabangoma, who presented an overview on search and rescue, rescue planning and operations and the Uganda aeronautical and maritime search and rescue plan, among others.

Search and Rescue refers to the search for and provision of aid to people in distress or imminent danger in case of a calamity.

Stakeholders raised a number of issues and recommendations for CAA to consider in enhancement of safety. There was also a proposal to consider extending aviation week celebrations to upcountry aerodromes to enable the wider public to appreciate progress made in the aviation industry in Uganda.

The Aviation week is annually observed between 1st and 7th December, of every year by the global aviation community. It is celebrated in memory of meetings that led to the signing of the famous Chicago Convention, which was signed on 7 December, 1944 resulting in the establishment of the International Civil Aviation Organization (ICAO).

The purpose of the annual celebration is to establish and reinforce awareness of the importance of international civil aviation in the social and economic development of States and the role of ICAO in promoting the safe and orderly development of International Civil Aviation throughout the world.

The district leadership appreciated CAA's efforts and urged Management to continue encouraging the public to use domestic flights in order to enhance tourism promotion. The local leaders also emphasized the need to have coordinated activities and team work during search and rescue missions.

Soroti's Resident District Commissioner, Hajji Isaac Kawooya, officially opened the workshop in Soroti and acknowledged the importance of involving the local populace in search and rescue missions to strengthen the response capabilities within the region.

The Commandant of Soroti's Airbase, Col. Chris Kasaija reminded participants that search and rescue was a joint and "humanitarian effort".

Highlighting recent achievements in

the aviation sector, Hon. Ntege cited an 11% increase in international air traffic in the last five years, growth of domestic traffic by 25% from 2016 to-date, government commitment to purchase aircraft and revive the national airline and construction of Kabaale International Airport whose first phase is estimated to be completed by 2021.

While stressing the need to harmonize Uganda's regulations with those of other global players and ensuring continued compliance with international Standards and Recommended Practices (SARPs), Dr. Kakuba advocated for expeditious consideration of the proposed amendments to the CAA Act.

He explained that one of the key proposed amendments sought to create a provision for the establishment of an independent accident investigation unit that was not funded by CAA to rule out any conflict of interest. He also highlighted the need to grant air worthiness inspectors unlimited access to aircraft and private aerodromes without having to first seek permission from the parties to be inspected, among others.

In Kaabong, the Resident District Commissioner, Mr. Longiro Peter Ngorok appreciated CAA's regional sensitization efforts.

"It is always good to prepare for the unexpected and with the skills acquired we shall be in position to act in case of any emergency," he said.



Participants of the Search and Rescue workshop organized by CAA at Rangeland Hotel in Kaabong district on October 4, 2018

➤ Minister lauds Entebbe International Airport works



Hon. Gen. Katumba Wamala being guided at the project sites by CAA's Chief Aerodrome Planning and Development Engineer Herbert Ngobi.

By Sheila Ajok Lubangakene

The Minister of State (Works), Hon. Gen. Katumba Wamala, inspected on-going works for upgrade and expansion of Entebbe International Airport (EIA) with a team from the Joint Transport Sector Review and expressed satisfaction with the progress on Wednesday, August 29, 2018.

Civil Aviation Authority officials led by the Managing Director, Dr. David Kakuba, guided the minister on a tour of the new departure immigration counters, passenger terminal building expansion works, Terminal Operations Control Center and the new Cargo Center. He was also given updates on the progress and timelines.

"Entebbe International airport plays an important role in promoting tourism, trade and leisure travel. This is the best time to say positive things about our country because passenger experience is going to improve significantly with the upgrade of our airport," Hon. Wamala said.

"This expansion project is at the heart of Government's National Development

Programme, which I believe is in tandem with the CAA 20 year Master Plan. I am particularly pleased to see Government's commitment to making flying accessible for all through the introduction of the national carrier, which is coming at the right time when the airport is being expanded," he added.

Dr. Kakuba, informed the Minister that the departure Immigration counters had been modified by China Nanjing International Limited to increase their number from six (6) to eleven (11). Two booths with four (4) counters and another booth with three (3) counters to accommodate a total of 11 Immigration Officers had been successfully installed.

Earlier on in 2017, the same contractor modified Arrivals Immigration counters and their number was increased from 14 to 20. This has since enhanced efficiency in service provision and drastically reduced on long queues at peak time. In the Arrivals Hall, one of the counters has been specifically dedicated to handling passengers with

special needs, crew, business and first class passengers.

The visiting team was further informed that phase two of the expansion of the long term car parking was completed earlier on and it involved creation of additional capacity to park 140 cars to increase the total Long Term Car parking capacity from 260 to 410 cars. The work was undertaken by Energo Uganda Co. Ltd.

Dr. Kakuba stated that the Air Traffic services management system and Air Traffic Control Radar were upgraded and this led to migration from use of manual to automated electronic strips. It also extended the ATC Radar's serviceability lifespan by another ten years.

He also briefed the team about improvement of air navigation services and automation of Entebbe International Airport by the Korea International Cooperation Agency (KOICA) as part of a USD 9.5 Million grant to Uganda from the Government of South Korea.

Continued on the next page ➤

Continued from page 5

The Project involves:-

- Implementation of Air Traffic Services (ATS) Message Handling System
- A computerized Maintenance Management System (CMMS) and Airport Operational Database (AODB) system.
- Improvement of Flight Procedures efficiency through Air Traffic Management.

"The three year project commenced in March 2016 and Uganda has on its part come up with counterpart funding of approximately USD 250,000 (per year) towards Implementation of the project that is expected to be fully delivered by 2019," he said.

A new Terminal Operations Control Centre has already been put in place at Entebbe International Airport and a training facility fully equipped at the CAA Head Office.

The Managing Director hinted on proposals to amend the CAA Act, which were developed and were before Parliament's Physical Infrastructure Committee awaiting adoption by Parliament. "The proposed amendments are aimed at ensuring harmonization of Uganda's regulations and practices with the universal practices across the globe. The current Act has been in place since 1991 and while it has ably guided the industry, a number of practices have since changed, which called for an update," he added.

► Air Operators seek licenses for operations

By Shamillah Seyiga

The CAA Board Air Services Licensing Committee held a public hearing for air operators seeking renewal of Air Service Licenses and new applicants defending their applications on Thursday, August 23, 2018, at Imperial Royale Hotel.

The applicants included Kush Air (passenger and cargo - new), Uganda National Airline Company Ltd (passenger and cargo - new), Ugawings (passenger and flight training - new), Africana International Air Services Ltd (passenger and cargo - new), Kampala Aero Club and Flight Training Centre (renewal) and Kampala Executive Aviation (renewal).

Speaking at the opening of the public hearing, the Chairperson of the Board Air Services Licensing Committee, Eng. Mackenzie Ogweng explained that it was a regulatory requirement for any air operator intending to commence commercial operations (domestic or international) to apply to the Civil Aviation Authority (CAA), for an operating license known as an Air Services License (ASL).

"Every applicant at such a public hearing is expected to clarify on issues to do with their business plan, proposed air routes, and equipment to be used, among others. For transparency purposes, ASL regulations require that a notice of all the applicants to be considered (new or renewal) is placed in the newspapers prior to the hearing and this was done," he said.

He said the aviation industry is vital and there is need to safeguard it from ill-intentioned people. He encouraged all stakeholders present to voice their concerns freely. "Now is the time to speak out and go home convinced that your questions have been answered satisfactorily," he added.

He further explained that it was a mandatory process intended to enable or facilitate the process for airlines to be permitted to fly within and out of the country. "It is independent of other individual airline's plans such as purchase of aircraft. The unprepared operators will be helped and given more time to prepare," he said.

The various applicants presented their strengths and members of the public were accorded an opportunity to make comments.

*The aviation industry
is vital and there is
need to safeguard it
from ill-intentioned
people.*

Departure immigration ambiance and service impressive

I have just gone through the last immigration checkpoint at Entebbe International Airport on my way out. I was very impressed with the improved service, additional counters, exquisite ambiance, quick service and impressive staff, among others.

Unfortunately, I could not take a picture to show you what I am talking about. I am grateful to staff at the airport and your efforts are much appreciated. Please convey my regards to your management and we hope things stay this way and even better. God bless you.

*Dr. Sarah Ssali
Makerere University, Kampala.*



Travellers being attended to at the modified departure immigration counters.

Kudos Aviation Security

Dear Management of CAA,

We are writing to let you know how pleased we were with the service we received while traveling through Entebbe International Airport on September 24, 2018 using flight KG 417 to Nairobi at 7:40 pm. Prior to boarding, I noticed that I had left my camera bag somewhere between the boarding area and immigration.

The security team that was working that day was extremely kind and helpful. My husband tried to retrace our steps, but could not find the camera prior to boarding. The security team, especially

David Mukasa Bagerenga made sure that we left our contact information and were very understanding when we expressed our concern about leaving without the camera bag. There were also other valuable items in the bag along with the camera.

We were in constant contact with David throughout our journey home and he soon informed us that they had located the bag. He took pictures of the contents, emailed them to me and made arrangements for the bag to be shipped to our home. We wanted you to know how grateful we are that our items were returned and how much we appreciated the efforts of David and his co-workers in retrieving and shipping our belongings. Please express our thanks to all involved.

Tom and Debbie Anderson

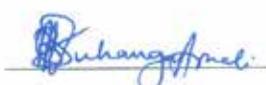


CERTIFICATE OF RECOGNITION

PRESNTED TO

CIVIL AVIATION AUTHORITY

IN APPRECIATION OF YOUR CONTINUED PARTNERSHIP
AND INCOMPARABLE SUPPORT TO
NGAMBA ISLAND CHIMPANZEE SANCTUARY.
KAMPALA - UGANDA.



EDGAR BUHANGA
BOARD CHAIRMAN

07TH JUNE 2018



A certificate of recognition presented to CAA from Ngamba Island Chimpanzee sanctuary.

> CAA adopts five-year strategic plan

By Jackie Kiyingi

A new five year Civil Aviation Authority Strategic Plan for the FY2018/19-2022/23 was adopted by the Board of Directors and Management at a Retreat held at Lake Victoria Serena Golf Resort from August 9-10, 2018.

The Strategic Plan outlines CAA's strategic direction, objectives and approaches to implement its core mandate as stipulated in the CAA Act. It outlines steps to match current trends and address new aspirations in view of the fast changing global trends.

Speaking at the opening of the retreat, the Board Chairman, Eng. Edward Mike Ndagwula stressed the urgent need to adopt the Strategic plan and pledged commitment by the Board to ensure its successful implementation. "The transition from relying on a five-year rolling Business Plan to a five year Strategic Plan has been long and protracted for CAA, but I am glad that we are finally

there," he said.

Earlier on, CAA's Managing Director, Dr. David Kakuba, explained that an organization's Strategic Plan was a joint-Board/Management responsibility. "It was therefore pertinent that the organization's strategy was well understood by both Directors and Managers for effective implementation by Management and informed decisions by the Board," he said.

CAA's new Strategic Plan outlines eight Strategic Objectives expected to set the agenda of the organization for the next five years. These include the need to grow air traffic levels at Uganda's airports by at least 15% in the next five years and improving capacity for Entebbe International Airport to handle 3.5 million passengers annually by June 2023.

Other objectives emphasise ensuring availability of adequate land for expansion and upgrade of airports in Uganda with emphasis on Jinja, Kisoro,

Lira, Mbarara and Soroti, building an effective and functional civil aviation oversight system that will reduce aircraft incidents and accidents by 50% or to acceptable level of safety (ALOS), promoting the development of an Air Navigation System aligned to the Global Air Navigation Plan (GANP) and improving the Effective Implementation (EI) of ICAOs USAP results, from 80.81% (June 2017) to 90% by June 2023.

The other is to improve the Effective Implementation (EI) of ICAOs Universal Safety Oversight Audit Programme (USOAP) results, from 61.64% (June 2014) to 85% by June 2023 and ensure implementation of new competitive and acceptable charges.

Speaking at the close of the interactive retreat, Eng. Ndagwula congratulated the Board and Management for successfully coming up with an inaugural five year Strategic Plan.



The Board of Directors and Management of CAA in a group photo at the retreat.

> Air Tanzania resumes flights to Entebbe

By Kenneth Otim



Air Tanzania, resumed flights in and out of Entebbe International Airport (EIA) on August 26, 2018, and was welcomed with a water gun salute in a colorful ceremony spiced with traditional entertainment.

The Q400, 76 seater aircraft touched down at Entebbe at 1:10 pm and was received by the Minister of State (Transport), Hon. Aggrey Bagiire, officials from the Tanzania High Commission to Uganda, Civil Aviation Authority (CAA)'s Ag Director Airports Aviation Security, Eng. Ayub Sooma, and other hailed industry stakeholders.

The Chief Guest, Hon. Bagiire hailed the decision by Air Tanzania to extend operations to Uganda as timely because of the rapidly growing aviation industry. He noted that this would ensure competitiveness in the region.

"Air transport is a key driver of development and has a big influence on tourism, agriculture and business. I would like to implore the management of Air Tanzania and all industry players to observe with strictness the minimum required standards as we strive to deliver reliable and quality air transport services. The launch of Air Tanzania means a lot to the future development of our two economies in the region," he said.

The minister said that the Government of Uganda was highly committed and would continue to support and provide an enabling environment for the growth of the aviation industry in Uganda. He explained Government's development projects among these; the upgrade and expansion of infrastructure and facilities at Entebbe International Airport and other aerodromes in the country as well developing a second international airport at Kabaale in Hoima to support the oil and gas sector.

The Tanzanian Minister for Works, Transport and Communications, Hon. Isaac Aloyce Kamwelwe who led a delegation from Tanzania said that the resumption of Air Tanzania services in Uganda will go a long way in meeting the travel demands of citizens in East Africa and will provide customers the ability to customize their travel to their needs.

Speaking on behalf of CAA, Eng Sooma said that the Authority was committed to support initiatives aimed to facilitate travel in and out of Uganda. He said that CAA had put emphasis on ensuring better passenger facilitation through addressing stakeholder needs and expectations for a memorable experience through Entebbe.

Air traffic at Entebbe Airport has recorded a steady passenger growth

of 1.62 million international and transit passengers in 2017, up from 118,527 in 1991. The Airport handled 69,000 metric tones of cargo in 2017 compared to 66,000 metric tons in 1991.

"We are increasingly modernizing facilities at the airport in order to meet future demands of existing and future potential operators as well as users of the facilities so as to enjoy a pleasant and memorable experience at Entebbe airport," he said.

The Tanzania national carrier commenced operations with a charge of \$363 less for a return ticket and will fly four-times-a week to Entebbe from Dar es Salaam via Kilimanjaro on Mondays, Wednesdays, Fridays and Sundays.

The airline has served a variety of domestic, regional and international destinations over the years and operates a fleet of 5 aircraft including a Boeing 787-7 Dreamliner.

Air Tanzania Company Limited (ATCL) is based in Dar es Salaam with its hub at Julius Nyerere International Airport. It was established as Air Tanzania Corporation (ATC) in 1977 after the dissolution of the East African Airways and has been a member of the African Airlines Association since its inception.

> E-Quality in Air Traffic Control

A growing number of female pioneers are embracing air traffic control while showing how equality improves quality. Aviation Forum's Sheila Ajok Lubangakene caught up with Air Traffic Management Officer (ATMO), Annabel Acipa and she candidly expressed her passion for controlling aircraft in the Ugandan airspace and beyond. Below are excerpts of the interview:

How did you become an Air Traffic Controller?

I never pictured myself becoming an Air Traffic Controller until I watched a documentary titled Airports in the 90's. Interestingly, my dad was an Air Traffic Controller. I fancied the documentary, but didn't really grasp then that my dad was doing the same job. The episodes were fascinating because Air Traffic Controllers were in charge of air traffic and handled critical incidents/emergencies astutely.

After university, I got this job and joined the Communication Navigation and Surveillance (CNS) department but assigned majorly to Communication, which later moved to the Aeronautical Information Service (AIS) Department. The beauty about it was that we went through 360° training with a lot of rotation in ATM control units and AIS units. It was mandatory to do aerodrome control then.

Six years later, I started re-evaluating my choices and made a decision to move to Air Traffic Control (ATC) considering it came with diversity, critical thinking and vigilance. I applied to cross to ATM Department from AIM Department and about a year later the move was granted. I also had a support system from my dad who was a year shy of retirement and my spouse who encouraged me to pursue my dream.

What are the ideal qualifications for an Air Traffic Controller?

It is specific. One must have

done a bachelors with a bias in mathematics, physics, computer science or engineering. The job entails a lot of figures and it is important for controllers to have strength in mathematics.

How long does the training process take?

This training is done at an approved Aviation Training Centre such as Kenya's East African School of Aviation and it is carried out in stages. It begins with a basic ATC induction since something no one is trained for at the university. The second stage is basic aerodrome training, which runs for 20 weeks after which a certificate is awarded. This is followed by on-job training and it takes the discretion of the trainer who is responsible for familiarizing the trainee with a simulator where necessary and live practical engagement in ATC.

Technology has permeated our society and innovation is key in our trade. In this case, ATC requires reading widely because of the diversity of the aviation industry. Our documents and procedures are reviewed every two years or as and when the need arises.

After on-job training, you are subjected to exams and the pass mark is 70%. Assessment for aerodrome needs a minimum of 90 hours on duty (communicating to airborne pilots). This is followed by a mock board, which comprises of practical examinations and the panel may recommend the trainee for theoretical examinations after satisfactory handling of air traffic.



Annabel Acipa

Assessment is done on aeronautical knowledge, which entails air traffic services, air law and meteorology.

After passing the exams, the trainee is recommended to the regulator, Directorate of Safety, Security and Economic Regulation (DSER) for a practical and theoretical assessment. DSER issues a license that allows the controller to practice for the rating obtained. The license is valid as long as one continues to work, is medically certified and proficient in English to practice ATC.

Additional practice in approach control is required and this comes with bigger responsibilities. Controllers advance from 15 to 65 miles out from the aerodrome reference point/a nav aid associated with the aerodrome and then go as high as 14,000 feet. The approach and approach radar have the same area of jurisdiction, followed by the area control. Aerodrome control is responsible for the control zone, while approach radar is responsible for the terminal

The more training a controller gets, the more the responsibilities. In CAA, the moment a controller gets three ratings, they are elevated to a senior position.

How is a typical working day like?

It is unpredictable. With ATC, you may have moments when you have only two aircraft and then the situation changes. Traffic builds when you least expect it.

We have strips where we record

details about every aircraft. This also serves as a reminder when handling different aircraft.

It may get overwhelming especially when working alone because there is a lot of coordination involved since we are in charge of the entire aerodrome and are also communicating with traffic controllers in other countries. There is also traffic arising from adhoc flights like relief, Uganda Peoples Defence Forces, private flights and Uganda Police.

Is it globally mandatory for controllers to use English?

Yes, we have standard phraseology used in Aviation English for air traffic controllers. The minimum level of English acceptable is level four.

Have you ever witnessed a serious incident or a near miss while on duty?

Yes, I have witnessed an incident once. What I learnt is that when there is a loss of separation, the controller has to do everything in his or her power to avert a disastrous situation. The other thing is when an incident happens, it is advisable for the controller to step aside and calm down. Controllers need psychological support in case one experiences a serious incident. As a human being one is prone to error that is why there is an acceptable level of safety.

What is the percentage of female air traffic controllers at CAA?

It stands at 11% because out of 89 air

traffic controllers, 9 are female and the rest are male.

How has the addition of a female voice impacted on ATC?

As women, we naturally have impulse control. We are extra careful even before giving clearance to pilots. Furthermore, addition of more women in ATC has more to do with personal choice than anything else. I can gladly say I am proud to be part of the team making an important contribution to the industry.

What is your off duty passion?

I am a mother who enjoys spending quality time with my family, but whenever I have time to spare, I go to the gym or eat out.

Aviation experts tipped on managing compliance of ICAO SARPs

By Joan Kamwesigye

Uganda successfully hosted an International Civil Aviation Organization (ICAO) senior and middle managers' training in managing compliance of ICAO Standards and Recommended Practices (SARPs) at Protea Hotel in Entebbe from September 17-21, 2018.

Speaking at the opening ceremony, Civil Aviation Authority's Director Safety, Security and Economic Regulation, Mr. Sam Muneeza emphasized the importance of the training in enhancing safety through implementation of ICAO SARPs.

The Director expressed optimism that the training would enable aviation senior and middle managers, to plan, manage and continuously monitor the implementation of ICAO SARPs in their States.

"I encourage the participants to actively participate and exchange information, ideas and experiences

during this training", the Director declared, noting that achievement of these targets would be an enabler in continuous improvement in compliance in the AFI region.

Mr. Muneeza expressed gratitude to the Government of China for sponsorship of the training and used the same platform to appreciate facilitators from ICAO Eastern and Southern Africa and Western and Central Africa office for their continuous commitment in building capacity of aviation experts whenever called upon.

The training was closed by the CAA Managing Director, Dr. David Kakuba who hailed the ICAO facilitators for imparting skills that would enable the trainees enhance safety and efficiency in their operations.

"I am confident that once you return to your duty stations and put into practice the acquired knowledge,

it will greatly assist in improving implementation of ICAO SARPs and preparation for upcoming ICAO Audits. This will also go a long way in helping you all to develop Corrective Action Plans (CAPs) after an international audit, among other benefits," he said.

The five day training attracted participants from Burundi, Ethiopia, Gabon, Kenya, Nigeria, Rwanda, Tanzania and Uganda.

"I am confident that once you return to your duty stations and put into practice the acquired knowledge, it will greatly assist in improving implementation of ICAO SARPs and preparation for upcoming ICAO Audits."



The Chairman of the Board of Directors, Eng. Edward Mike Ndawula (centre), Board members; Dr. Asimwe Rwekikiga (fourth left), Mr. Enock Rukidi (third left) and Eng. Mackenzie Ogweng (2nd left) with CAA Management and Contractors on the surface for the old runway 12/30 that is being rehabilitated and strengthened by China Communications Construction Company (CCCC) on Thursday, August 30, 2018.



Participants of the Search and Rescue workshop organized by CAA at Rangeland Hotel in Kaabong district on October 4, 2018



CAA's Managing Director, Dr. David Kakuba (third left) with the Director Air Navigation Services, Mr. Richard Ruhesi (left) and other International Civil Aviation Organization (ICAO) and Niger CAA senior officials during ICAO's Fifth AFI Aviation week in Niamey from July 16-20, 2018. Discussions focused on the strategic importance of aviation development and investment in consideration of the sector's unique ability to act as a catalyst for development.



Miss Tourism Kigezi 2017, Melisa Amanyia (right) hands over a certificate of appreciation to CAA's Principal Public Affairs Officer, Sheila Ajok Lubangakene in recognition of CAA's contribution towards the Miss Tourism event in Kabale.



CAA's Kenneth Sekitto addressing the team from Uganda Institution of Professional Engineers in the EIA Projects Board room on September 27, 2018.



Aviation experts at a training on ICAO SARPs at Protea hotel, Entebbe.

ENHAS/NAS transforming ground handling with technology

Ground handlers are a crucial part of an airport's day-to-day operations. Philippe Lacroix, General Manager, NAS Uganda has been at the forefront of the business and recently oversaw the rebranding of Entebbe Handling Services (ENHAS) to NAS. Aviation Forum's Kenneth Otim put the General Manager on the spot in a Question & Answer session to share his insights on how ground handling at Entebbe International Airport (EIA) can remain efficient and safe while driving business.

ENHAS recently rebranded to NAS. What does this entail and what does it mean for employees and stakeholders?

ENHAS has been in existence since April, 1996. During that period, Uganda Airlines was facing challenges and government assigned a company called Sabena to start the ground handling services, which ENHAS took over. The company rose from humble beginnings with 167 staff and a clientele of 5 airlines to the current 750 staff, 19 scheduled airlines and other special flights.

Recently certified by the International Air Transport Association (IATA) Safety Audit for Ground Operations (ISAGO), we envision a more efficient and safe handling system. This certificate is applicable to all ground handling companies worldwide and a requirement for us to operate our business here. Similarly, it is also a model for operational risk and safety management, handling of Dangerous Goods Regulations (DGR), a training center and screening of cargo from validated entities as required by European Union regulations.

Recently, the shareholders of ENHAS engaged experts from - National Air Services (NAS) to run the business portfolio of aviation services, including cargo management at Entebbe International Airport. NAS is an aviation business group from Kuwait and is the main shareholder of Entebbe Handling Services (ENHAS).

It has operations in more than 30 airports across the Middle East, Asia and Africa, providing ground handling services to seven of the world's top ten airlines. We also manage 31 airport

lounges in 17 countries and have demonstrated expertise in supporting local hub carriers in these countries.

What do you consider the biggest changes in ground handling at Entebbe Airport for the past five years?

Our major role is cargo management at EIA. This encompasses; digital baggage reconciliation, travel document verification, profiling training, check-in operations, ability to track operations and a modern cargo handling system, among others.

With the use of advanced technology like Societe Internationale de Telecommunications Aeronautiques (SITA) and Aeronautical Radio Incorporated (ARINC) services for our Common Use Terminal Systems (CUTE) check-in system and baggage tracing, we have experienced operational efficiency and cost reductions. NAS has made strides in faster tracking/recovery of lost baggage and easier follow up and delivery to the passenger's location.



Mr. Philippe Lacroix (left) during the interview with CAA's Principal Public Affairs Officer, Kenneth Otim (right).

How has ENHAS/NAS dealt with ensuring operations remain efficient and turnaround times remain achievable?

Our staff are well grounded in customer care and we focus on continuous capacity building to ensure a seamless passenger experience. We handle diverse customers and quality service is key in our trade.

We contribute to the quality of service offered at the airport given the volume of passengers we interact with right from check-in to boarding. We also closely work with airlines, especially when there is need for prior notifications to be given in case of delays, cancellations and diversions of flights. We also offer assistance to travellers with special needs, unaccompanied minors and the elderly.

For baggage and cargo handling, we have a modern computerized system that links us to a number of airports for effective baggage and cargo tracing worldwide. For safety purposes, our baggage and cargo tracing office is manned 24 hours a day by dedicated professional staff.

This is in accordance with airline procedures and international standards. Additionally, we have strong rooms to store valuable cargo as well as cold room facilities to facilitate timely operations and a seamless clearance process.

How will ground handling operations evolve to maintain the high standard and service flexibility expectations in light of the ongoing expansion works?

With CAA implementing a number of development projects at the airport, we hope to use the infrastructure provided to run our operations. Ours is to ensure that our service standards are maintained to satisfy our clientele and passengers.

How is ENHAS/NAS using technology to ensure operational efficiency?

As a ramp system has been put in place to ensure that the aircraft is safely loaded or offloaded on time. We have also placed surveillance cameras in the cargo, baggage sorting and other major operational areas to enhance safety.

To improve the passenger experience, we are installing a digital Customer Management Information System (CMIS) that will be placed at the check-in counters to provide us with feedback on our operations.

Regarding the movement of baggage and cargo, we have purchased eight environment friendly electric tractors to help move loaded dollies from the cargo and baggage sorting areas to the aircraft and storage centers. We have further reserved the diesel agriculture and aviation tractors for only long distances to be especially used when the new cargo center becomes operational.

How are you handling the challenge of pilferage? Is there any improvement in this area?

Passenger luggage is tagged with stickers to direct the baggage on the Baggage Handling System (BHS) to the right flight. This is followed by a final scan to ensure the luggage gets to the passenger's final destination. We ensure maximum security in the baggage area and only specific staff are allowed in this area. This has been streamlined by Aviation Security issuing security permits for every stakeholder working within the airport premises.

Installation of CCTV cameras that monitor baggage and cargo handled by our staff has also helped limit this.

Anything revolutionary that ENHAS/NAS is doing regarding ground handling that other airports can learn from?

We are working hard to ensure that

we match the demand of the growing passenger traffic and increasing cargo volumes. We envision our service levels equate to that of modern airports. However we remain persistent with the quality of our services by retaining and training our professional staff.

We were recently awarded for the Best IATA training certification school in Africa and the Middle East. The school in Africa happens to be here in Entebbe and it gives me pride to be part of the team. This school trains staff to adopt new technology and equips them with aviation regulation knowledge.

How important is it for all stakeholders to work together and communicate efficiently?

It is important to cooperate and assist each other in day to day activities. Together with DAS, we help each other in undertaking ground handling services and fuel management.

We have acquired a ramp sweeper to clean the airside whenever requested by CAA and we continuously engage with all stakeholders in order to enhance services at the airport. Similarly, training facilities are shared and together this has made operations at the Airport efficient.

Finally, we plan on bringing on board our various airport stakeholders including, CAA to join efforts to bring to fruition our corporate social responsibility project of building a modern medical intensive care unit at the Entebbe General hospital. The intensive unit is an aviation requirement to cater for emergency response. In partnership with Rotary Club of Entebbe, we have pledged \$30,000 per annum to fulfill this project.

CAA has also joined the noble cause of setting up an intensive care unit at Entebbe General Hospital with a contribution of ten million shillings- Editor.

➤ Aeronautical Information Management Services improved at Soroti Airport

By Aloysius Mulekezi

In charge Soroti Aerodrome AIM unit (Briefing Office)

The Directorate of Air Navigation Services (DANS) has expanded its Aeronautical Information Management services to six regional airports owing to increased traffic at the aerodromes. They include Soroti, Gulu, Kasese, Kisoro, Mbarara and Arua.

The Aeronautical Message Handling System (AMHS) has been provided for transmission and reception of aeronautical messages that include flight plans, Notice to Airmen (NOTAM), departures and other flight safety messages.

Soroti Airport is the second biggest Air Traffic control manned aerodrome and has an aerodrome AIS unit, which was opened in March 2015.

This Unit caters for the growing traffic and the East African Civil Aviation

Academy training schedules. The aerodrome AIS Unit consists of a Briefing office where pilots are fully briefed on flight safety information and proper flight plan filing before departure and a fully documented and updated AIS library, which is crucial in safety management in the Ugandan airspace.

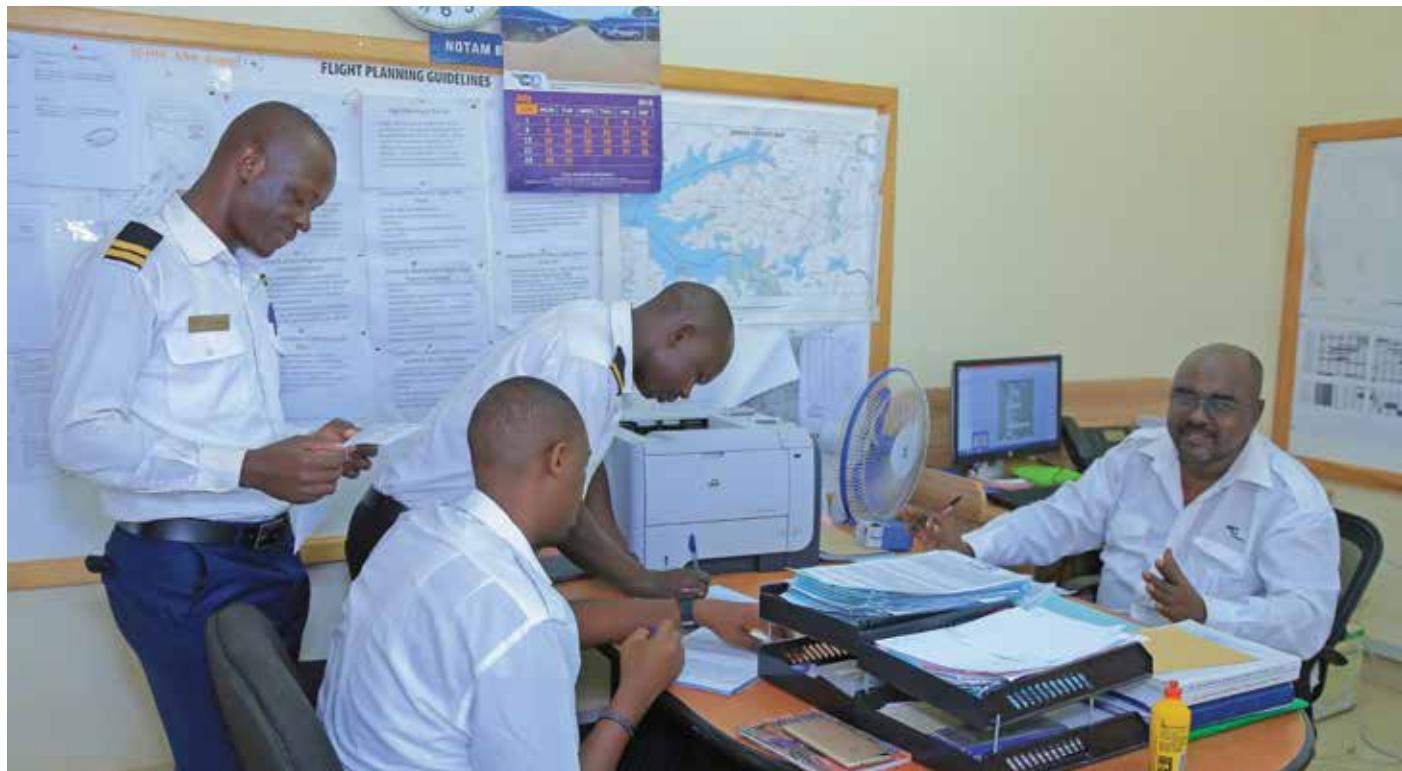
The introduction of the Briefing office in Soroti has improved safety standards as Soroti Flying School student pilots are given practical hands-on experience in flight planning.

It has also enhanced revenue collection by providing reliable monthly Aircraft Movement statistics for prompt billing.

In 2017, Soroti's revenue collection rose from twenty million shillings (20,000,000/=) the previous year to ninety million shillings (90,000,000/=)

The introduction of a Database for Aircraft Movement statistics and the vigilance of the AIM officers greatly contributed to this revenue increase in addition to timely provision of all flight safety information to Entebbe Air traffic control centre in time.

The Briefing office is a focal point for flight safety information to all aircraft operating within an Airport. It is mandatory and gazetted in the Uganda Aeronautical Information Publication (AIP) that all aircraft operating in an ATC manned aerodrome must file flight plans and seek for flight safety information related to the route of flight and destination airport from the Briefing Office of the aerodrome. The Briefing Offices opened in the five Aerodromes will greatly improve the provision of flight safety information and coordination with Entebbe Area Control Centre.



The author (right) with other staff on duty.

➤ Health precautionary measures in place at Entebbe International Airport

Following an outbreak of Ebola in neighboring DRC, Uganda under took a major step in preventing its possible spread through implementing precautionary measures at Entebbe International Airport (EIA).

A thermo scan, which screens and detects passengers who may exhibit symptoms of Ebola was installed at

EIA on Friday, September 28, 2018.

"Health authorities at the international entry and exit point at Entebbe International Airport are ensuring that passengers originating from suspected areas and or who exhibit symptoms of the disease are screened and handled in a professional manner", said Dr. James Eyul, Director Kazuri Medical

Services based at the Airport.

An earlier on-spot visit by the Centre for Disease Control (CDC) Director, Dr. Redfield and a team from the US Embassy, led by H. E Ambassador Deborah Malac on Sunday, August 19, 2018 confirmed Uganda's readiness for the challenge.



American Ambassador to Uganda, H.E. Deborah Malac (third right) with CAA's Manager Management Accounting, Mrs. Molly Besigye (centre) and Dr. James Eyul (fourth left) with other embassy officials and staff of CAA at Entebbe International Airport.



CAA staff and other airport stakeholders being trained on how to operate the thermo scan.



Dr. James Eyul (left) with other officials looking on at the installation of a thermo scan at Entebbe International Airport.

CAA and Entebbe Municipal Council agree to share Development Plans

By Kenneth Otim

Civil Aviation Authority (CAA) hosted a team from Entebbe Municipal Council's Physical Planning Committee on Friday August 17, 2018 and the two parties agreed to comprehensively share details of on-going and future airport development plans.

During the meeting held at Entebbe International Airport (EIA), CAA's Manager Aerodrome Engineering Planning and Development, Eng. Ronald Twesigye briefed the Committee about progress of works for Upgrade and Expansion of the airport, which are aimed at improving efficiency and enhancing service delivery to meet the growing passenger traffic at EIA.

Speaking on behalf of the visiting team, the Town Clerk

of Entebbe Municipal Council (EMC), Mr. Charles Magumba, encouraged CAA to regularly share development plans with the Municipal Council to foster better planning for the municipality.

He said that while the Council was aware of the expansion of the Passenger Terminal Building, they didn't have details of the other on-going projects. The Municipal Council received a submission on the drawings of the cargo centre, the assessment was given to CAA, and the process is yet to be completed.

Mr. Magumba urged CAA to submit structural plans of all planned projects to the municipal council so that Entebbe Municipal Council is part of the airport planning processes.

CAA staff win big in ATGWU election

The Amalgamated Transport and General Workers Union (ATGWU) held national elections at Jokas Hotel, Kireka on August 24, 2018 and several CAA staff were re-elected while other new members joined the leadership.

The new leadership, elected during the Quinquennial Delegates Conference (QDC) has committed to transform the union and organize workers in the transport sector into a strong and well-informed labour union that is capable of facing the growing challenges in the world of employment.

Notable among the re-elected staff are Mr. Usher Wilson Owere, National Chairperson and Ms. Ann Adeke, National Treasurer. Staff serving their first term are; Evelyn Natule, National vice Chairperson Women's league, Monica Bogere - National Secretary for workers with disability, Glorious Muhwezi, National Secretary for the Young Workers League and Kamiza Robert, National Chairman of the Board of Trustees.

The union envisions being the most effective, efficient, reputable and self-sustaining labour union with a united membership advocating for rights at work.



African ANSPS and industry stakeholders take steps on CANSO ATFM and CDM initiative

African Air Navigation Service Providers (ANSPs) and aviation industry stakeholders agreed to create and support an air traffic flow management (ATFM) and collaborative decision-making (CDM) initiative on September 5, 2018.

During the Civil Air Navigation Services Organization (CANSO) Africa Conference 2018, hosted by the Kenya Civil Aviation Authority in Mombasa, CANSO Member ANSPs including Tanzania Civil Aviation Authority, Kenya Civil Aviation Authority, Civil Aviation Authority of Uganda, and Air Traffic Navigation Services (ATNS), among others,

agreed to create and support a CANSO ATFM and CDM initiative to help to further improve the safety, efficiency and effectiveness of the African airspace.

To continue the momentum, Tanzania CAA hosted an implementation workshop for all CANSO Africa Members from September 24-25, 2018 which created a draft implementation plan for development, implementation and successful delivery of ATFM. The result will be the safer, more efficient, and harmonized flow of air traffic in Africa, with fewer disruptions and delays. CANSO will contribute its global expertise and best practice guidance in this area.



Air Information Management Officers on duty at their work station

Hamza Johari, Director General, Tanzania Civil Aviation Authority, and Chair, Africa CANSO CEO Committee (AFC3) said: "Air traffic across Africa is increasing rapidly, and it is our responsibility as air navigation service providers to provide safe, well-coordinated and efficient air transport - and to work with our industry partners to achieve this. Effective ATFM and CDM are key enablers, and we are committed to establishing the processes and procedures required for efficient implementation. The CANSO Africa Conference 2018 provided us with a unique opportunity to harness the power of partnership and establish a workable framework for improving operations in Africa, and CANSO ANSP Members look forward to putting those commitments into action".

Simon Hocquard, Deputy Director General, CANSO said: "CANSO is an important platform for the Africa ATM community and the broader aviation industry to come together and create initiatives that support aviation and improve day to day operations. ATFM and CDM provide key mechanisms to achieve a truly harmonized and collaborative air transport industry, and in addition to the cross-industry ATFM initiative currently underway in the Latin America and Caribbean region, CANSO welcomes and will work with its Members and industry partners in taking this important step to improve ATM in Africa".

Adapted from CANSO Africa website with minor retouch.

Uganda can reach the world through the 'New' Entebbe



Simon J. Mone
Principal Aerodomes Inspector

In a few years, Uganda will have a new look for Entebbe International Airport, thanks to the ongoing upgrade and expansion works.

Across the world, airport reconstruction is in full gear. Some countries have abandoned their old airports for entirely new state-of-the art facilities like Senegal has done at Blaise Diagne International Airport while Rwanda will soon open Bugesera International Airport to the world.

All this is happening for obvious reasons: Demand for newer and better aerodrome

facilities. In Uganda, while the government is constructing Kabaale International Airport, Entebbe is also being given a new look. With the impending return of Uganda Airlines to the skies, there is a need to prepare.

Upon completion, we want Entebbe International Airport to tell the unique story of Uganda, its people and its culture. From the country's mountain gorillas and its story of Christian Martyrs to its hospitality and coffee, there will be more than enough to tell visitors.

Entebbe ought to tell a

story about Uganda's people its culture. The world knows that the best coffee is served in Uganda's coffee terraces, so it wouldn't be a bad idea to have a section of the airport carrying our coffee.

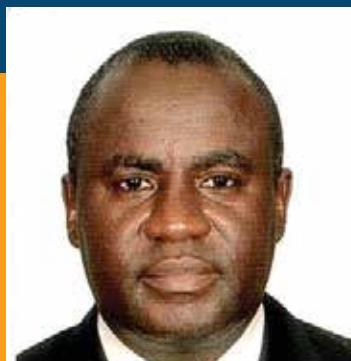
Uganda's culture could play a big part in attracting more visitors to the country but we must put in the effort. It will take the commitment and involvement of every Ugandan. Is this something we can do? Yes we can.

Adapted with minor retouch from the *East African*.



The interior of the new terminal building on completion in 2021

Airport marketing- A game changer for airport growth



Dr. Tom Davis Wasswa
Manager Marketing and Commercial

According to the American Marketing Association, "Marketing is an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders".

The basic fundamentals of marketing in form of the seven P's viz Price (charges), Product (Services), Place (distribution), Promotion, People (passengers and all other Airport stakeholders), positioning (uniqueness of the Airport) and Profitability are all applicable to Airports in order to deliver services that satisfy the passengers (consumers).

In order to achieve the Airport objectives, the primary target market, which is the passenger going through the Airport must be clear. All efforts in terms of Airport Infrastructure, Staff and Services must be targeted towards that passenger's needs.

The trends of Marketing have evolved from function (basic) needs to sociological and finally to the speed at which one can deliver such needs in order to create a competitive edge.

There is a general perception, especially in banana republics that marketing is not necessary for Airports, which are considered as infrastructure for aiding passengers, since they are monopolies. However, it is important to note that Airports are no longer monopolies and infrastructure, but rather businesses with a lot of competition all over the world.

Airport Marketing today is not only a function of communications as airports are competing to attract Passengers and Air Operators from nearby airports in order to simultaneously improve their air route network.

Digital Transformation

Statistics on google show that more than 80% of travelers plan their travels online and half of travelers use mobile devices to access travel information. More than 75% of business travelers and frequent flyers carry smart phones today and just as many of them log on to airport Wi-Fi when it is available (like that at Entebbe International Airport) according to Trip advisor.

The soaring worldwide demand for techno-social transformation is perhaps not surprising, considering that airports are investing in innovative products and service initiatives. This is being done to create a unique selling position for their airport experiences and connect travelers who now expect more accessibility in their pockets.

Accordingly, passengers' needs from airports have become more complex and demanding to ensure satisfaction.

The Airport expansion at Entebbe International Airport is therefore timely, with the evolving dynamics in the market and Civil Aviation Authority is prepared to take the challenges and turn them into opportunities for the benefit of the country.

In order to maximize the potential of Uganda as a tourist destination, Entebbe International Airport staff must adopt a marketing approach that aims at satisfying a customer (passenger) at all the stages of the travel supply chain.

Eng. Ronny Barongo was appointed Director Safety, Security and Economic Regulation (Designate) on October 1, 2018.

Prior to his appointment, he served as a Telecom Engineer and Pupil Engineer, Senior Technical Officer, Quality Assurance and Technical Training, Principal Technical Officer, Manager Safety Management Systems and Manager Communication, Navigation and Surveillance in the Directorate of Air Navigation Services.

He holds a Master of Business Administration (Management option) from Uganda Martyrs University and Bachelor of Science Electrical Engineering degree from Makerere University.

Eng. Barongo holds various qualifications in the field of aviation safety and security and is a member of the Engineers Registration Board and Uganda Institution of Professional Engineers.



ENG. RONNY BARONGO



MS. AGATHA JUDITH MURUNGI

Ms. Agatha Judith Murungi was elevated to the position of Principal Security Officer with effect from September 1, 2018.

She holds a Master of Pedagogics from the Pedagogical Institute of Foreign languages, Ukraine and various professional qualifications in the field of security.

She has been working with Civil Aviation Authority since 1995 and has held several responsibilities until her appointment as a Principal in the newly created security training section. She has a wealth of knowledge and experience in security training.

Mrs. Sheila Ajok Lubangakene commenced her duties as Principal Public Affairs Officer on July 9, 2018.

She holds a Master in Management Studies and post graduate diploma in Management from Uganda Management Institute, Bachelor of Mass Communication from Uganda Christian University and other professional qualifications in strategic communication and public relations.

She previously worked in different capacities with Airtel Uganda, National Medical Stores and Equal Opportunities Commission.



MRS. SHEILA AJOK LUBANGAKENE



MR. KENETH OTIM

Mr. Kenneth Otim commenced his duties as Principal Public Affairs Officer on August 1, 2018.

He holds a Master of Public Administration and Management from Makerere University, post graduate diploma in Public Relations, Customer care and Administration from the African Renaissance Centre (ARC) South Africa and Bachelor of Science in Mass Communication from the Islamic University in Uganda. He also has several other certified qualifications in the field of corporate communication and public relations.

He previously worked with the New Vision as a Bureau news anchor for Teso sub region and most recently as a Senior public relations officer at the Uganda Electricity Transmission Company Limited (UETCL).

CAA maintains winning ways in the Corporate League

It takes teamwork to mastermind success in the Corporate league. Mr. Boaz Nabimanya, the league's Vice Chairperson and CAA staffer can testify. "The team exhibited brilliant passing and intelligent play in all the games played today," he said.

Since commencement of the tournament in March, the CAA football team has consistently put in impressive performance which saw them register four wins and two draws in the September outing.

The promising team registered victory including a 4-1 win against Motorcare, 1-0 against Jubilee Insurance, 1-0 against National Water and Sewerage Corporation and

4-1 against Nile Breweries. There were also two hard fought draws 1-1 and 0-0 against MTN and Roofings Ltd respectively.

CAA is currently second with 94 points on the heels of Centenary Bank at 102 with Coca Cola closely following in third position with 93 points. The league's last outing on November 25, 2018, will see the team focused on maintaining winning ways if the hopes of being crowned winner are to be realised.

The team is also engaged in the Entebbe Airport stakeholders' league, which comes to an end with the finals to be played on November 20, 2018.



The team in action during the Airport league recently.



Boaz Nabimanya (right) with the CAA netball team during a recent Corporate league outing.





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