EAST AFRICAN COMMUNITY
CIVIL AVIATION SAFETY AND SECURITY OVERSIGHT AGENCY

CAS/BD/09/WP2-B

MINUTES OF THE FOURTH EXTRAORDINARY CASGSOA BOARD MEETING

NINTH CASGSOA BOARD MEETING

ARUSHA TANZANIA
12\textsuperscript{th} to 13\textsuperscript{th} November 2009

Ref: CAS/EBD/09/WP2-B

BOARD SECRETARIAT
Arusha, Tanzania
November 2009
# MINUTES OF THE FOURTH EXTRAORDINARY CASSOA BOARD MEETING HELD ON 8\textsuperscript{TH} OCTOBER 2009 IN MBUNI ROOM, ARUSHA, TANZANIA

## Present:

1. Col. (Rtd.) Hilary Kioko  
   Director General  
   Kenya Civil Aviation Authority  
   Chairperson
2. Mrs. Margaret T. Munyagi  
   Director General  
   Tanzania Civil Aviation Authority  
   Member
3. Dr. W. Rama Makuza  
   Managing Director  
   Civil Aviation Authority Uganda  
   Member
   Director  
   Burundi Civil Aviation Authority  
   Member
5. Dr. Richard Masozera  
   Director General  
   Rwanda Civil Aviation Authority  
   Member
6. Mr. Mtesigwa Maugo  
   Executive Director CASSOA  
   Member

## In Attendance:

1. Mr. Robert Mwesigwa Nviiri  
   Technical Coordinator – CASSOA
2. Eng. John P. Ochieng  
   Director Aviation Safety Standards and Regulations,  
   Kenya Civil Aviation Authority
3. Mr. Joseph Kiptoo  
   Manager Finance, Kenya Civil Aviation Authority
4. Mr. Philip Wambugu  
   Director Planning and Infrastructure, EAC Secretariat
5. Mr. Julius Birungi  
   Senior Monitoring and Evaluation Officer, EAC Secretariat
6. Ms. Wanjiru Muita  
   Accountant – CASSOA
7. Mrs. Lillian Mwenda  
   Office Management Assistant – CASSOA
Min. CAS/EBD/04/01

1.0 Preliminaries

1.1 Opening of the Meeting

The outgoing Chairperson, Mrs. Margaret Munyagi, the Director General of Tanzania Civil Aviation Authority, opened the meeting at 9:45 a.m. and welcomed Members and other participants to the fourth Extraordinary Board Meeting. She stated that the Extraordinary Board meeting was convened to review the draft final Consultant's Report on the preparation of the 5-Year Strategic and Organisation Development Plans.

She also informed the meeting that after stepping in of the new Chairman-elect of the Agency's Board, Col. (Rtd.) Hilary Kioko of Kenya Civil Aviation Authority, now was the time to hand over the reigns. She thanked all the members of the Board and Agency Secretariat for the support they had rendered to her during her tenure as Chairperson of the Board from July 2008 to June 2009 and the period she held the Chair on behalf of the new Chairperson. Last but not least, she conveyed her appreciation to the first Chairman of the Board, retired Managing Director of the Uganda Civil Aviation Authority, Mr. Ambrose Akandonda, who steered competently the Agency in its infancy stage when it had just started its operations in June 2007. She assured the incoming Board Chairman of her support whenever he would need it. She then welcomed Col. Hilary Kioko to be handed the Mantle and Instruments of Power for chairing the Board.

In his Communication from the Chair remarks, Col. (Rtd) Hilary Kioko thanked the Kenyan government for appointing him as the Director General of KCAA. The new Board Chairman also thanked the outgoing Chairperson for the diligent stewardship of the Board and warm welcoming remarks and assured her that he would always bank on her for support whenever need arose. He also thanked her for standing in for him when he was still processing the handover after his appointment and could not attend the Agency Board meetings. He asked members to introduce themselves since it was the first time he was chairing the Board. After the brief introductions, the Chairman asked the Agency Secretariat to guide the Meeting through the Board documents.

1.2 Adoption of the Agenda

The Agenda was adopted as presented.

Min. CAS/EBD/04/02

Review of the Second Draft Final Report on Preparation of the 5-Year Strategic and Organisation Development Plans

(i) The Agency Secretariat informed the Meeting that it had received the second draft final Report on the 5-Year Strategic and Organisation Development Plans from the Consultant on 7th August 2009 and the Financial Plan on the 24th August 2009. The Agency Secretariat had convened a Working Group of Strategic Planning experts from the Partner States' Civil Aviation Authorities on 14th – 18th September 2009 in Arusha to review the draft final Report on the 5-Year Strategic and Organisation Development Plans as submitted by the Consultant. During the Meeting of the Strategic Planning...
experts, it came to light that the submitted documents did not come out clearly as a Strategic Plan. Racing against time, the Executive Director requested the WG to draft a suitable Strategic Plan for the Agency utilising the input from the Consultant.

(ii) After the development of the draft Strategic and Organisation Development Plans by the WG of the Planning experts, the Agency Secretariat convened a joint Technical Committee Meeting of the Finance and Administration and Regulatory on 23rd – 24th September 2009 in Arusha, to review the draft plans as submitted by the WG of Strategic Planning experts. The Secretariat introduced to the Board the Report of the Joint Technical Committee Meeting of the Finance and Administration and Regulatory which included the draft plans.

(iii) The Board reviewed the Report of the Joint Technical Committees Meeting on the Consultants Draft Final Report consisting of the 5-Year Strategic Plan, Financial Plan, and Organisation Development Plan. The Board agreed, as had been noted by the Technical Committees Joint Meeting, that the Consultant had addressed most of the Agency’s comments raised during the review of the first Draft Report although the document did not come out clearly as a Strategic Plan as it was previously recommended. Despite the shortcomings, the Report may be used as a reference to customise and develop the Agency’s Strategic Plan and Organisation Development Plan as it was done by the Technical Committees Joint Meeting. In this aspect the Consultant should be required to submit the final Report for conclusion of the Consultancy

Min. CAS/EBD/04/03

(i) Review of the developed draft 5-Year Strategic Plan

The Board reviewed the draft 5-year Strategic Plan submitted by the Joint Technical Committees and made appropriate improvements and observations as necessary. Among the observations and suggested improvements made were:

1. On the draft Strategic Plan developed by the WG, the cover page should include the title “First 5-Year Strategic Plan 2010/11 – 2014/15” below the aircraft. The month should not appear on the title;
2. In the foreword of the draft, the month of October should be replaced with an empty space to give room for whichever month the Strategic Plan would be signed and adopted;
3. The Table of Contents, be improved to show the subjects in the Plan;
4. On page 1 of the Strategic Plan, the note below Table 1 should include Burundi and Rwanda CAA since they had submitted data to be used in that table;
5. On page 2, at the beginning of the page the word ‘Kenyan’ should be edited to read ‘Kenya’. On the same page, in fourth paragraph the introductory sentence should read “Rwanda’s aviation sector has grown rapidly” instead of “Rwanda’s aviation sector is growing rapidly”;
6. On page 3, in the third paragraph the acronym ICAO should first be spelt out in full;
7. On page 4, paragraph 1.2.2 should read “This plan is based on the Report written by the Consultant in which a lot of consultation was made with the Agency and several drafts of the Report were reviewed before the final Report was approved”;

Minutes of the Fourth Extraordinary Board Meeting of CASSOA
8. On page 6, paragraph 2.2 'Mission' should be modified to read "TO ENSURE THAT CIVIL AVIATION SAFETY AND SECURITY STANDARDS ARE HARMONISED AND IMPLEMENTED CONSISTENTLY IN ALL PARTNER STATES BY DEVELOPING EFFECTIVE OVERSIGHT SYSTEMS";
9. On page 6, paragraph 2.3 'Vision' should be modified to replace the words World-Class with appropriate phrase.
10. On page 7, the introductory phrase of paragraph 2.4 'Core Values' should be edited to include applicability of EAC Core Values as well;
11. On page 8, paragraph 2.4.5 the subtitle should be edited to read "Regional Focussed";
12. On page 8, paragraph 3.2.1 the subtitle should be reworded to read "Mandate" instead of "Institutional Capacity";
13. On page 12, paragraph 3.2.8 the subtitle should be edited to add the word "growth" after 'Economic';
14. On page 13, the first paragraph should be improved to indicate the meaning of the dynamics in the aviation industry;
15. On page 13, paragraph 4.3, the second last sentence should be reworded to read "Though CASSOA is empowered under the Protocol to earn fees from its activities, in its current form CASSOA will not be in position to carry out services that can earn it an income";
16. On page 14, chapter 5 - 'Strategic Analysis', the definition of Goal; 'the' must be inserted between "during" and "plan period";
17. On page 14, the definition of Strategic Objectives; the acronym SMART must be spelt out in full at the beginning of the document under the Abbreviations and Acronyms section;
18. On page 15, the second Goal in the tables 5.1 and 5.2 must be reworded to remove the reference to Partner States;
19. On page 16, strategy No. 6 should be reworded to replace the word 'Lobby' with "Work with";
20. As a whole, tables 5.1 and 5.2 should be re-organised with the assistance of the EAC Secretariat M&E expert in order to align to the EAC broad Objectives, the key outputs and the performance indicators in line with chapter 8 'Monitoring';
21. On page 18, in the title header row should be improved by inserting the relevant financial year e.g. Y1 – 2010/2011;
22. On page 20, Strategy No. 6, replace 'Lobby' with "Work with";
23. As regard to the funding contribution options include an option based on a fee to the embarking passenger to finance the Agency.

(ii) Review of the developed Organisation Development Plan

The Board reviewed the draft Organisation Development Plan submitted by the Joint Technical Committees and made appropriate improvements and observations as necessary. Among the observations and suggested improvements made were:

1. On the draft Organisation Development Plan developed by the WG, the cover page should be edited to have the words “Organisation Development Plan 2010/11 – 2014/15” below the picture of the aircraft;
2. On page 3, in the Table of Contents under 2.1 the month of December 2008 should be changed to October 2009;
3. On page 4, the words ‘Phase’ at the beginning of the paragraphs should be in bold font and the numerical number should be in Latin;

Minutes of the Fourth Extraordinary Board Meeting of CASSOA
4. On page 5, the subtitle for paragraph 2.1 should be edited to change 'December 2008' to 'October 2009';

(iii) Consideration of the final draft Financial Plan

The Board reviewed the draft final Financial Plan submitted by the Joint Technical Committees and made appropriate improvements and observations as necessary. Among the observations and suggested improvements made were:

1. The four funding options as presented in paragraph 2.1.3 may be difficult to implement sustainably, thus, there was a need to revisit the funding options and include a proposal for a fee to be charged per embarking passenger in the region;

2. The CAAs of the Partner States would have to contribute a uniform USD 250,000 for the FY 2010/2011 while the Agency would have to request the governments of the Partner States through the Council to meet the balance of the budget.

The Board:

a) directed the Agency Secretariat to instruct the Consultant to finalise the Consultancy on the development of the Strategic and Organisation Development Plans and submit the final Report; and

b) directed the Agency Secretariat to implement the observations made by the Board and circulate the revised Strategic and Organisation Development Plans to the Board for consideration and approval.

Min. CAS/EBD/04/04

Staff 2008/09 Performance Reviews (Closed Meeting)

The Board reviewed annual performance appraisals of Mr Robert Mwesigwa, the Technical Coordinator, Ms Wanjiru Muita, the Agency Accountant and Mrs Lillian Mwenda, the Office Management Assistant as presented by the Executive Director.

The Executive Director also submitted for consideration and noting 2009/10 annual performance contracts for the Technical Coordinator, Mr. Robert Mwesigwa and the Office Management Assistant, Mrs Lillian Mwenda. The Accountant, Ms. Wanjiru Muita’s contract was presented at the 8th Board Meeting held on 30th to 31st July 2009.

The Board:

a) took note and concurred with the performance appraisals outcome of Mr. Robert Mwesigwa, the Technical Coordinator; Ms. Wanjiru Muita, the Accountant and Mrs Lillian Mwenda, the Office Management Assistant;

b) took note of the 2009/10 annual performance contracts for the Technical Coordinator, Mr. Robert Mwesigwa; and the Office Management Assistant, Mrs Lillian Mwenda.
Min. CAS/EBD/04/05

Any Other Related Matters

(i) **Aviation Symposium to mark EAC 10th Anniversary**

The Agency Secretariat gave an update on the preparations of the aviation symposium to mark the EAC 10th Anniversary which had finally been set to take place on 22nd October 2009 and the challenges it was facing to fund the whole programme. The Board suggested that the Agency Secretariat considers the possibility of contacting Arusha Municipality for possible contribution through erecting banners in the town. Uganda and Kenya CAAs offered to provide personnel to assist the Agency Secretariat with Public Relations matters and the Secretariat during the symposium.

(ii) **Consideration of the dates for the 9th Board Meeting**

The Agency Secretariat presented to the Board a revised Schedule Agency activities and programmes covering the period from August to December 2009. The proposed dates for the 9th Board Meeting was presented as the 5th and 6th November 2009. However, it was brought to the attention of the meeting that those dates coincide with an WAFCAC/ICAO meeting in Lome, Togo which requires the Directors General to attend. The Board directed the Agency Secretariat to carry out consultations with the Partner States and come up with possible dates for the 9th Board Meeting.

(iii) **Status of Burundi CAA restructuring and Primary Legislation**

Burundi reported that the restructuring of the BCAA as recommended by ICAO audit recommendations was ongoing and also the Primary Aviation Legislation was in draft and would be presented to Parliament for debate and approval by December 2009.

(iv) **Status of CASSOA Headquarters premises**

Uganda reported that the remodelling works on the Agency's new Headquarters in Entebbe were progressing well and the Contractor would hand over the building to CAA on 15th October 2009. The Agency would then be in position to relocate by the end of the year.

The Board:

- took note of the progress preparations of the aviation symposium and scheduled date;
- Kenya CAA offered Ms Mercy Awori and CAA U offered Mr Ignie Igunduura to support the Secretariat in the Symposium;
- directed the Agency Secretariat to consult with Board Members in order to come up with a new date for the 9th Board;
- took note of the Status of implementation of the ICAO recommendations for the restructuring of BCAA and having a Primary Aviation Legislation in place; and
e) took note of the Status of the remodelling exercise of the new CASSOA Headquarters in Entebbe.

Min. CAS/EBD/04/06

Closing of the Meeting

The Board Meeting was closed at 1:00 p.m.

These minutes are hereby approved and signed on this .......... day of November, 2009 in

Col. (rtd) Hilary K. Kioko
Chairperson

Mr. Mtesigwa O. Maugo
Secretary