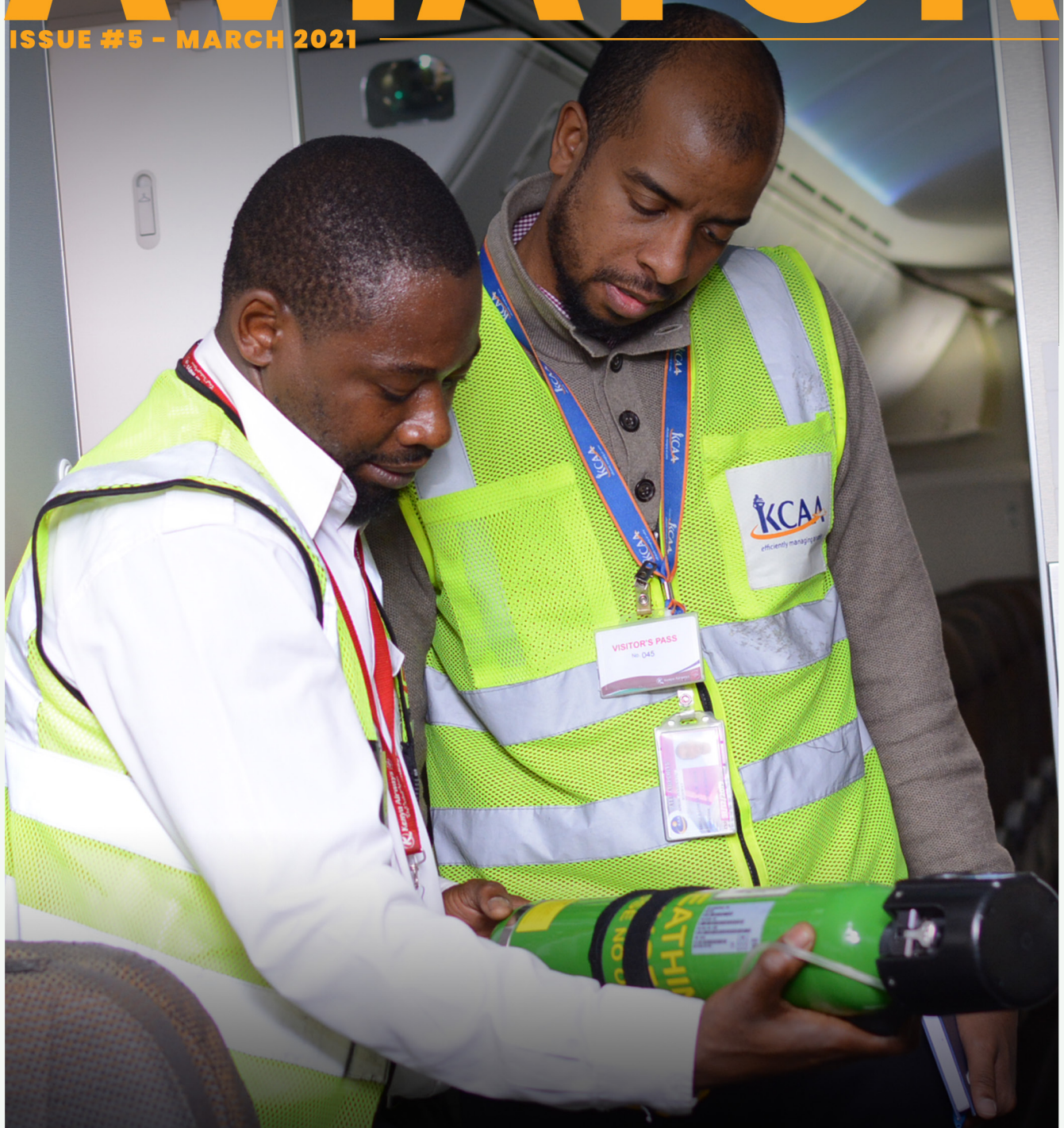




AVIATOR

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KCAA SAVES MAASAI CATTLE FROM TICKS

**KCAA HOLDS VIRTUAL TRAINING ON
GRF RUNWAY SURFACE REPORTING**

EDITOR'S NOTE

Hello Esteemed Reader,

Welcome to the fifth issue of THE AVIATOR. Thank you for your continued support in making it possible.
Asante Sana!

In this e-publication, we keep you au fait with the happenings within our Authority, KCAA. We have captured several events that took place from January to March 2021.

Featured in this issue, you will find the virtual training on the Global Reporting Format on runway surface conditions held earlier in March; the introduction of robots at JKIA passenger screening in the fight against COVID-19 and; a profile of new KCAA Corporate Secretary George Ombaso Mogaka, in our staple coverage on great personalities in the aviation industry.

We welcome your feedback on this issue, even as we prepare more stories to keep you entertained and informed of the KCAA mandate. *Furahia!*

Salim A. Bakari,
Editor,
THE AVIATOR.



Mr. Salim A. Bakari

Chief Corporate Communications Officer



CONTENTS

4

**JKIA TERMINAL 1B AND 1C
TO BE UPGRADED**

5

**WOMEN CHALLENGED TO
IMPROVE THEIR LIVELIHOOD**

6

GOING BACK TO THE FUTURE

10

**KCAA HOLDS VIRTUAL
TRAINING ON GRF RUNWAY**

12

**ROBOTS TO FAST TRACK
TRAVELER CLEARANCE AT JKIA**

JKIA TERMINAL 1B AND 1C TO BE UPGRADED

By Faith Jebet

The Jomo Kenyatta International Airport (JKIA) was designed over 40 years ago and serves as hub for most airlines operating in the East African region. It not only meets the air transport needs of Kenya providing the country's single most important enabler for economic growth but also JKIA also plays a key role for the other countries in the region. JKIA had an average of 32% and 22% increase in international and domestic traffic, respectively, between 2015 and 2019. In order to maintain its leadership role, there has been need to increase JKIA's capacity based on traffic forecast.

The government is focused on upgrading and expanding aviation infrastructure. Kenya Airport Authority (KAA) is currently expanding the existing terminal building and constructing an additional runway to meet the long capacity. The proposed project has been geared towards efficiency with the expansion programme involving development of Phase 1 of the new Green Field Terminals (GFT). GFT is expected to increase the

capacity of JKIA from the current 6 million passengers per year to about 18.5 million passengers per year.

"As an aviation regulator, we fully support efforts being made by Kenya Airports Authority in developing and improving airport infrastructure. I am aware that KAA has embarked on a one-year renovation project to upgrade JKIA Terminal 1B and 1C in a bid to improve customer services and enhance the airport as the preferred regional aviation hub," KCAA Director General Capt. Kibe said.

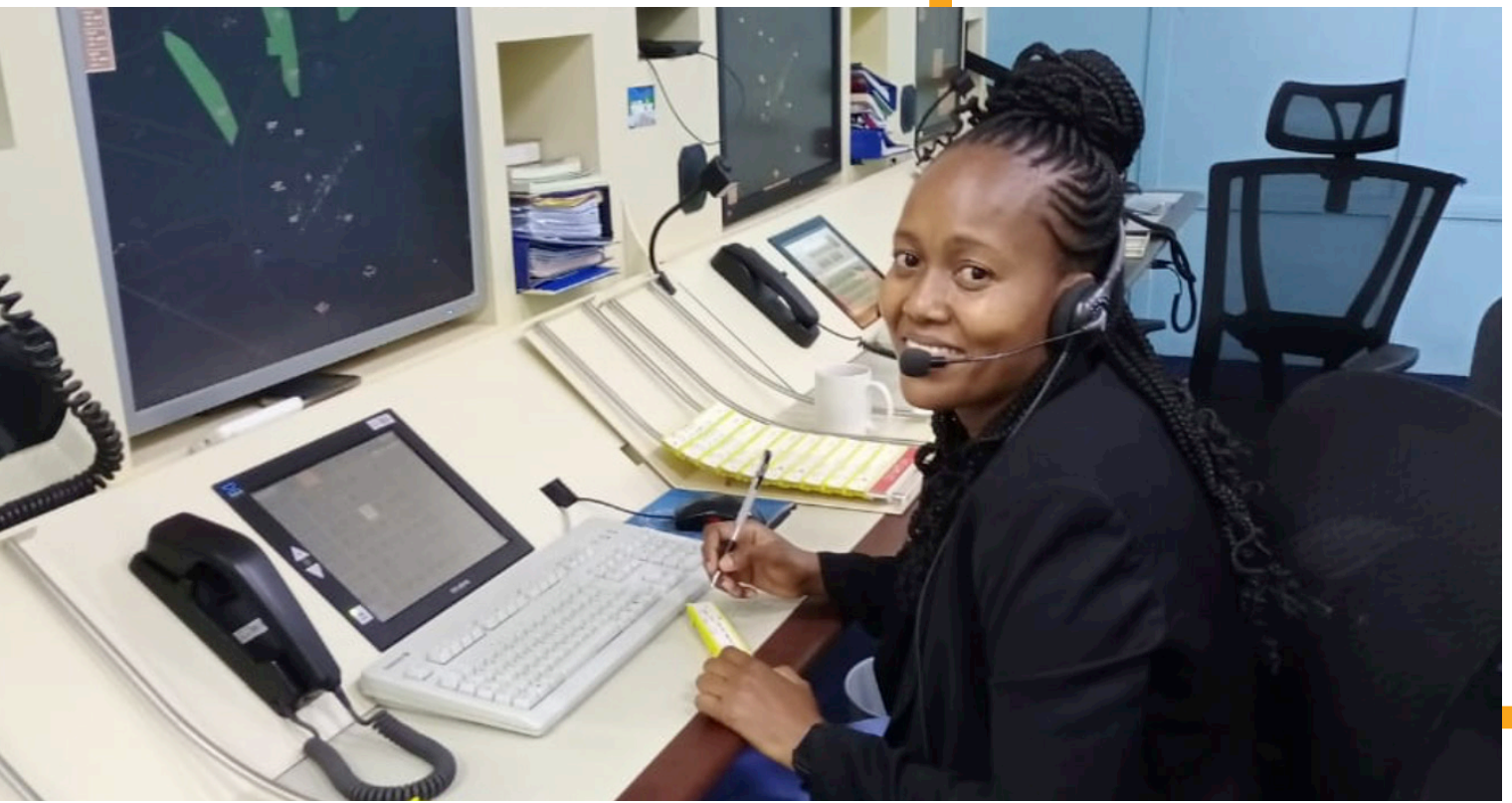
Development of GFT will involve the construction of a new terminal building and installation facilities including passenger processing equipment, operation offices and amenities, and security. Beneficiaries of the improved infrastructure will include millions of Kenyans and East Africans who will enjoy improved connectivity between Kenya and the world. This will subsequently facilitate increased exports and imports and boost tourism, Kenya's

mainstay economic industry.

The project is aimed at improving reliability of air transport to and from JKIA by reducing aircraft delays and costly flight diversions. The project will also expand airfield capacity for the new generation aircraft further enhancing JKIA for direct intercontinental flights including US.

The Kenya Airports Authority has, meanwhile, migrated flight operations affecting 13 airlines at JKIA. The changes have been affected by a 12-month renovation exercise at the Airport affecting Terminals 1B and 1C. JKIA's Terminal 1B and Terminal 1C closed to pave way for renovation works to upgrade the airport.





WOMEN CHALLENGED TO IMPROVE THEIR LIVELIHOOD

By Justin Killi

Maureen Isika is the KATCA (Kenya Air Traffic Controllers Association) president and a Senior Air Traffic Control officer with over a decade of experience. She is currently deployed as a Terminal Radar Controller at Jomo Kenyatta International Airport.

She is a focused, determined and self-driven person. That is why she chose to challenge gender bias and inequality in order to build a diverse and inclusive work place. She participated in the Authority's web series, ASK YOUR AVIATOR to mark this year's international women's day.

The International Women's Day, which falls on 8th March, is marked globally to celebrate the social, economic, cultural, and political achievements of women. It is powered by the collective efforts of all, and KCAA staff joined the world to celebrate the day by women in aviation who choose to challenge the obstacles that young women face in the aviation industry.

In many communities, women have been looked down upon by the society in nearly all aspects. One of the challenges identified worldwide has been their visibility. Educating young women in order to take up male dominated careers and adequate managerial positions, is among the solutions that will draw the balance on gender stereotyping.

To show support and solidarity this year, KCAA joined women and men around the world in raising their hands high in solidarity. Pictures and videos were shared across social media platforms with a commitment to challenge, and call out the lack of equality.

GOING BACK TO THE FUTURE

By Mwadimeh Wa'kesho

Many people would not know it. But the ramifications of the COVID-19 pandemic, exactly one year ago, were dire. Livelihoods were at stake and frightening decisions had to be made...if things did not turn around. That was the reality that many industry captains had to grapple with early in 2020.

And Captain Gilbert M. Kibe, Director General of the Kenya Civil Aviation Authority, was at the helm of a ship that needed to make these decisions, and save more than 800 employees and their families from doom as the whole world was sucked in the unprecedented corona virus vortex.

On 23rd March, 2020, KCAA decided to close down the Kenya airspace. It is one year now since that decision was made.

"And I was the one who had to do it, as head of the ANSP," the DG said recently during an interview with AviaDev Insight, a podcast dedicated to the African aviation industry.

Kenya Civil Aviation Authority is the country's Air Navigation Services Provider (ANSP), an affiliate of the International Civil

Aviation Organisation (ICAO), which is mandated to regulate the aviation industry and provide navigation services in Kenya.

"The immediate impact in April was a 94% drop in total air traffic," Capt. Kibe said, "which translated to 86% reduction in our revenue." That was a tremendous shock, according to Capt. Kibe.

"We'd never been through that kind of situation before."

The KCAA Management was extremely worried about what be the future of aviation in the country, and more particularly, what was going to be the future of Kenya Civil Aviation Authority. The Authority has more than 800 employees with a majority in air transport management (ATM) and regulatory departments. And then there were those who worked at the East African School of Aviation and in the corporate services. What was going to happen to them?

"So we quickly got down to work out austerity measures on how we were going to remain afloat."

The first thing KCAA did was to stop all development programs,

including an improvement and upgrading of its surveillance system and other proposals the Authority had totalling close to 10 million USD.

Besides, KCAA had to take care of its people. The COVID pandemic required staff to practise physical distancing in order to reduce overcrowding at KCAA workstations. Many of the Authority's employees were forced to work from home.

"But there was the challenge with air traffic management," Capt. Kibe said. "Air Traffic Controllers cannot work from home, neither can telecommunication engineers nor aeronautical information officers."

Still KCAA had to come up with programs on how it would keep its workers apart from each other through new physical distancing arrangements in all its area control centres and control rooms and other workstations.

"We had to shut down our school. The school was a no-go zone."

KCAA had also to provide funding for COVID-19 prevention measures; face masks, sanitisers and PPEs (Personal Preventive

Equipment) for its employees, where they were required.

And with an end to the pandemic still uncertain, there set in fears that the situation was not sustainable in the long run. "With the reserves we were holding, we would be able to survive with all our employees on full pay until August of last year," Capt. Kibe said. That was six months surviving on the available reserves.

The Authority needed to think. What will happen beyond August? Was KCAA going to have to let people go? This critical decision needed to be made. Management eventually came up with a Business Continuity Program where it would be forced to let people go...if things did not improve.

"But as luck would have it, so to speak," the DG said, "on the 15th of July 2020, the Government of Kenya decided to re-open our airspace for domestic air travel." It was a very slow start in June, only starting to pick up in July. Tensions were high. "And then the Government made the decision that from 1st August, we would allow international travel back...again."

According to Capt. Kibe, one thing that really saved KCAA during that bad period was cargo operations, which did not have any restrictions imposed on it. In fact the cargo operations in Kenya grew exponentially apart from the country's normal exports or imports.

"There was a lot of movement of fresh produce and imported machinery et cetra by air. We had a lot of movement of medicines and medical personnel around the country and also international flights.

There were also flights for repatriation; countries wanted their people to go back home to the UK, the US and all places around the world.

"So, as those repatriation flights continued," Capt. Kibe said, "emergency evacuation flights improved a lot because people were getting COVID in places where medical facilities were not adequate so they had to be flown to Nairobi for better medical care."

That ancillary business that KCAA did not have in a significant basis before the beginning of the COVID-19 pandemic became the Authority's saving grace.

A year later, Capt. Kibe was happy to report that KCAA was at 80% level of where the Authority used to be in terms of aircraft movement, which he said was a good thing. They were really looking forward to an imminent improvement.

The Authority's aim was not to go back to 2019, Capt. Kibe said. It was not about 2019. It really was where KCAA was today. Actually, he said, he hoped to build a better future which could even be better than what it was in 2019.

"What we want to do is actually go back to the future."

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"What we want to do is actually go back to the future."



where animals walk in a confined area (race) where a pipe system with many nozzles (usually 20 – 30) are fitted at certain intervals and at particular angles. The animals are wetted as they walk through the length of the race with dip-wash sprays coming through the nozzles.

The Matapato project serve up to 600 families in the area where women and children had to erstwhile walk for kilometres, through dangerous forests to fetch water. Now, the water is controlled by members of the CBO, to avoid damages and to distribute it in an orderly manner.

KCAA SAVES MAASAI CATTLE FROM TICKS

By Justin Killi

The Maa community in Matapato South Ward, Kajiado County, have a reason to smile. No longer will their cattle be laden with disease-causing ticks. This is courtesy of a project sponsored by the Kenya Civil Aviation Authority.

KCAA boosted the Matapato community based organisation's (CBO) existing Sempewueti water project with a KES 940,000 water tank and a cattle spray race. The village project was initially sponsored by Al-Khair Foundation, a UK-based international NGO. It comprises of a water kiosk, cattle trough and a 10,000 litre storage tank.

An animal Spray Race is an alternative to the traditional water dip,

600

**FAMILIES SERVED BY
THE MATAPATO PROJECT**

However, wild animals, especially elephants, come at night to have a drink from the cattle troughs. They in turn destroy the tanks and pipes while scratching themselves. Subsequently, the visiting KCAA CSR team noted the need to fence off the project site to ward off the wild animals.

KCAA HOLDS VIRTUAL TRAINING ON GRF RUNWAY

By Mwendwa Maangi

On the 10th February, 2021, the Director General, Capt. Gilbert M. Kibe opened the virtual training on the Global Reporting System and Format (GRF) for assessing and reporting runway surface conditions.

International Civil Aviation Authority (ICAO) has conducted several activities to raise awareness and support deployment of the GRF. ICAO has achieved this within a span of two years through a global symposium and regional seminars.

GRF is the new ICAO methodology for harmonised assessing and reporting of runway surface conditions. Competent personnel is key in maintenance activities as well as assessment and reporting activities. End users make decisions from the structured operational information derived from data collected by all stakeholders using GRF. Its application will commence on 4th November 2021.

“The removal of contamination from a runway surface as rapidly and completely as possible,” the Director General said, “is to minimise contamination accumulation prior to subsequent operation.”

A contaminated runway may have stagnant water. This inhibits friction as an aircraft is landing, leading to possible incidents and accidents.

Captain Kibe extolled the members of Kenya Airports Authority present. He urged the KAA team to prioritise implementation of GRF in line with the Kenya National Implementation Plan. A second webinar was conducted by the ICAO team on 24th

February 2021.

Various organisations attended the meeting including ICAO, regional participating states, local airlines, the military, the Kenya Meteorology Department and KCAA represented by officers from Flight Operations, Airworthiness, Aerodromes and ANS (Air Navigation Services), Regulation, (Aeronautical Information Service) AIS, (Air Traffic Control) ATC. Flight dispatchers from various carriers also attended the webinar.



ROBOTS TO FAST TRACK TRAVELER CLEARANCE AT JKIA

By Schola Kitinya

(Senior Aviation Consumer Protection Officer)

Travelers passing through the Jomo Kenyatta International Airport will soon interact with robots, in the fight against the deadly corona virus.

On 22nd January 2021, the Government of Kenya acquired smart anti-epidemic robot solutions from Japan. The project is conducted by UNDP with financial support from the Government of Japan. The robots were made by Chinese robotics company UBtech.

These robots will fast track traveler clearance at airports since they have the capacity of screening the body temperature of up to 200 persons per minute thereby increasing the number of travelers that can be served at any given time.

The robots can also detect individuals without masks, those wearing them improperly and issue alerts to the user and officials for immediate corrective measures.

Speaking at the launch, Mutahi Kagwe, Cabinet Secretary in the Ministry of Health said the robots will be deployed at the country's main referral hospital,

the Kenyatta National Hospital and Jomo Kenyatta International Airport in Nairobi.

"They will assist in temperature screening, disinfection, communication of health messages and data capture," Kagwe said during the launch of the robots in Nairobi. The robots will hasten checking in of visitors at JKIA.

The robots will also record audio and video data and notify the manning authorities on anomalies such as an unusually high temperature and do immediate disinfection. UNDP launched similar robots in Rwanda last year which cost around \$30,000 each.

Kagwe said the three robots named Jasiri (Courageous), Shujaa (Hero) and Tumaini (Hope) will revolutionise response to the COVID-19 pandemic in the country. The robots are intended to reduce contact between people, and help in maintaining social distances between high potential people, suspected to be infected, and health workers.

Since the outbreak of COVID-19, Kenya has embraced technology to digitally clear truckers and

travelers through a regional cargo and driver tracking system as a means of minimising contact with border patrol.

The country launched an online application called Jitenge to boost inbound tracking and also to protect capacity at the main airport. Jitenge MoH Kenya is an app that plugs in to the Emergency Alert and Response System used by the Kenyan government for emergency and response. This app helps the user to self-evaluate their health during self-quarantine when there is an outbreak or epidemic.

Another initiative that started on January 11, 2020 outgoing travelers in Kenya must obtain a negative COVID-19 certificate in accordance with the Trusted Traveler (TT) Initiative and the PanaBios system. Automated cameras with inbuilt thermometers measure the temperatures of dozens of people in the socially-distanced queue, displaying the results on a large screen. According to the East African, their passports are also scanned to digitally verify their COVID-19 certificates.

Travelers who intend to depart



(Picture courtesy of Business Daily)

must first visit an authorised laboratory. All PCR (polymerase chain reaction) COVID-19 testing laboratories are now part of the TT system. One must obtain a PCR COVID-19 test with a negative result and be issued a TT code that will then be verified by airlines and immigration authorities.

The traveler will receive a text message (SMS) from PanaBios as well as an email from the testing laboratory with a link to guide the traveler on how to generate a Travel Code at www.trustedtravel.panabios.org. If the test results meets Kenya's exit requirements, a Travel Code is issued to the traveler online.

On October 2020, the African Union officially launched the Trusted Travel platform as part of the overall Trusted Travel Initiative during a joint ministerial meeting of the ministers of health, transport, and information and communication of African Union Member States.

The platform provides information on travel requirements at the departure and destination ports and access to a list of government approved laboratories for COVID-19 testing in African countries. It allows travelers to upload their COVID-19 test results online for easy verification by port health and travel officials and helps in the detection of forged certificates. This in turn will help establish trust

and confidence in test results among government authorities, airlines, transport services operators and other stakeholders in the transport sector across the continent.

It allows travelers to upload their COVID-19 test results online for easy verification by port health and travel officials and helps in the detection of forged certificates. This in turn will help establish trust and confidence in test results among government authorities, airlines, transport services operators and other stakeholders in the transport sector across the continent.

Without such a system, fake test and vaccine certificates undermine efforts to minimise cross-border transmission. The platform is secured and safe and has been developed using international standards of cybersecurity and data protection protocols.

Other partners involved in providing oversight for implementation of the Trusted Travel Initiative include the World Health Organization, the International Civil Aviation Organization, the United Nations Development Programme, African Civil Aviation Commission, Airport Council International-Africa, African Airlines Association, and the International Air Transport Association.

THE STRONGER THE WIND, THE STRONGER THE TIMBER

By Mwadimeh Wa'kesho

A Corporate Secretary is required by state corporation laws for every corporation. Individual corporate by-laws set forth the powers and duties of the Corporate Secretary. A key responsibility of the Corporate Secretary is to ensure that Board members have the proper advice and resources for discharging their fiduciary duties to Board of Directors under state law. A Corporate Secretary is responsible for ensuring that the records, or minutes of the Board's actions during a Board meeting, reflect the proper exercise of those fiduciary duties. The Corporate Secretary is also a confidante and resource to the Board and senior management, providing advice and counsel on board responsibilities and logistics.

The **AVIATOR** sought the views of Mr. George Ombaso Mogaka, the new KCAA Corporate Secretary, on his appointment since 15th June 2020.

Welcome to Kenya Civil Aviation Authority. How have you been settling in?

Asante sana! for the warm welcome to KCAA. So far the going has been smooth and I have been able to go through formal orientation at headquarters and majority of stations countrywide. This has equipped me with better understanding of KCAA's mandate and operations that will enable me plan for improved performance in support of delivery of overall organizational objectives.

What has been the most exciting thing for you since joining the Authority?

It has been a very exciting journey, from the warm welcome by the KCAA Board, Management and Staff, to learning about the dynamic aviation industry as I map out to structure the industry at both global and



Mr. George Ombaso Mogaka

national levels, and align players, linkages, activities and processes for better appreciation.

Kindly give us a background of your professional career before joining KCAA.

I was sworn-in as an Advocate on 20th February 1997. I then started working at National Oil Corporation of Kenya (NOCK) and served between 1997 – 2004 in various capacities and ultimately as Legal Officer cum Acting Company Secretary. Thereafter, I joined Kenya Sugar Research Foundation (KESREF) in 2004 and 2013 as Company Secretary and Manager – Legal Services, and then worked at Kenya Revenue Authority, between 2013 and 2018, as Chief Manager – Board Coordination. I lastly served at Kenya Plant Health Inspectorate Service as Corporation Secretary and Head of Legal Affairs prior to joining Kenya Civil Aviation Authority.

What's the best thing about your job?

I like to play a role that enables me to have a helicopter

view and understanding of the KCAA mandate and operations, and development of interventions to support delivery of KCAA's strategic objectives.

In recent years the Corporate Secretary has emerged as a senior, strategic-level corporate officer who plays a leading role in the company's corporate governance. How would you describe your role and its expectations as you start out at KCAA?

The advertisement provided the overall job purpose as advising management and the Board on all legal and regulatory matters pertaining to the Authority. It also set out distinct roles and responsibilities on provision of Board Secretarial Services, coordination of responses to parliamentary queries, provision of advice to ensure compliance with laws, regulations and good governance practices, and coordination of litigation for and, or against KCAA, amongst others. Based on the above, my role is to map out my internal and external customers and clients, determine and understand their needs and expectations, determine structure and resource requirements and configure them appropriately so as to undertake interventions and activities to meet and possibly exceed those needs and expectations. I will also be reaching out periodically to my customers and clients to check on their level of satisfaction and use their feedback for continual improvement.

You are joining KCAA at a time when the Covid-19 pandemic has caused havoc in industries such as aviation.

Yes indeed, and businesses, including regulatory organisations such as KCAA, and many lives have been affected adversely. We had to adopt various IT platforms for service delivery prior to staggered resumption of physical interaction. Guidelines were developed and best practices adopted for business continuity purposes. This new normal will hold for a while until we get through the Covid-19 pandemic.

How do you see your role assisting KCAA deliver its mandate of supporting the aviation industry?

I see my role assisting the regulatory and service provision components of KCAA through review and amendment of relevant aviation law and regulations for compliance with ICAO (International Civil Aviation Organisation) standards and recommended practices. I also see another role providing advice to the Board, Management and Staff on various legal and governance aspects for purposes of ensuring compliance.

How do you define success?

Success is a congruence of accomplishment in service delivery objectives, personal career progression and overall growth.

What is the best career lesson you've learned so far?

Social networks matter and are vital to success. Most successful people tend to have the broadest and most diverse social networks. The more time and effort you put into nurturing social networks, the more successful you are likely to be.

What's a fun fact about you that you'd wish to share with the KCAA fraternity?

I tell many dad jokes like a great one about chemistry but I don't think it will get a reaction.

What do you like to do when you aren't working?

Socialising with family, relatives and friends, gym work-outs and recreational running.

What's your inspiration in your career growth path?

A quote by J. Willard Marriott that says 'Good timber does not grow with ease; the stronger the wind, the stronger the trees.'



KCAA MOVES TO CURB ALCOHOL, DRUG AND SUBSTANCE ABUSE

By Mwendwa Maangi

Jack Mwangi (not his real name) has just walked out of the disciplinary committee meeting. He is dazed and attempts to speak in a drunken stupor to his colleagues, who give him a wide berth. Jack has just escaped being fired for being drunk on duty. And what is worse, Jack appeared for his hearing before the committee today drunk.

He is just another statistic, another seemingly irredeemable soul ravished by alcohol drugs and substance abuse. Luckily, Jack will not be fired but will instead be taken to a rehabilitation centre. There, he will be weaned off his alcohol dependence.

Alcohol, drugs and substance abuse continues to ravage many organisations and KCAA is not an exception. Subsequently, the Authority established an Alcohol, Drug and Substance Abuse (ADSA) committee in an effort to curb the menace of alcohol addiction within. Its purpose is to enable all staff members struggling with alcohol addiction to achieve and maintain sobriety.

Mr. Francisco Njoroge, Chairman of the ADSA committee, is a very open and vocal leader in preaching the horrors of alcohol addiction.

"I am an alcoholic in recovery," Mr. Francisco Njoroge said in an interview with the AVIATOR. "Yes, there are staff members who have fallen prey to the influence of alcohol addiction and come up for help."

According to Florence Omusonga, the Secretary to the committee, ADSA has effectively managed the cases of alcohol addiction within the Authority.

"The level of alcohol addiction within KCAA is not so bad now," she said, "but the cases we get we have managed to address through rehabilitation."

Alcohol addiction, alcoholism, is the most severe form of alcohol abuse and involves the inability to manage one's drinking habits. Research shows that 'getting wasted', as appearing for duty is referred to informally, has effects such as loss of man-hours due to absenteeism and poor performance of assigned tasks. This leads to poor relation with fellow

staff members at the work and a drop in production by all.

According to the Kenya Employment Act, any employee found under the influence of alcohol on duty faces dismissal from their work by the Authority.

For recovering addicts, support groups are important to keep them in check on their journey to recovery. One of the most active support groups is Alcoholics Anonymous (AA) which is an international fellowship with the aim of helping its members stay sober.

"If the addiction is at a mild stage, we do the counselling in-house but if the level of addiction is beyond counselling, we refer them to a rehabilitation centre," Florence said.

"There is no good or bad rehabilitation centre," Mr. Njoroge said. "Their different methods of treatment qualify them uniquely." Some of the methods used for rehabilitation are medication for anxiety and to avoid seizures, medication for depression. Centres also invite counsellors and encourage sharing of experiences among addicts, to help assuage the hopelessness.

ADSA partners with Asumbi Treatment Centre in Homabay in rehabilitating employees. Other local rehabilitation centres include Lily MediHealth, Miritini Treatment & Rehabilitation Centre and Taraji House Rehabilitation Centre.

"While a mere 10% of the country's population is comprised of alcohol addicts, their effects are felt by the remainder 90%," Mr. Njoroge said indicating the severity of the effects of alcohol addiction.

Besides, under the restrictive conditions experienced during the nationwide curfew, alcohol addicts have found themselves drinking more than they did

before.

"People tend to overdo something when there are restrictions," Mr. Njoroge said. "With current restrictions, alcoholics find themselves overdrinking during the day and even hiding out in illegal dens only to be found and punished by the law."

According to Mr. Njoroge, laws put in place against alcoholism are more of a punishment rather than of help to the alcoholic addicts.

Madam Florence advises employees who may be suffering from addiction to approach a committee member of ADSA privately if they are afraid of coming out publicly.

The ADSA committee has proposed for approval from the Authority to have one-on-one sessions at the Nairobi Station. They plan on inviting counsellors to speak and sensitize members of staff on the issue of Alcohol addiction.

"Most of our activities are suspended due to COVID-19 restrictions, but we keep spreading awareness through staff mail," Mr. Njoroge said.



