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## Abderahmane Berthe

On His Leadership as  
Sec. Gen of AFRAA

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# AVIATORS AFRICA 10TH ANNIVERSARY



## Aviation Leadership CEOs Roundtable and Recognition

Date: Sunday 8 Dec 2019

Time: 4:00pm

Venue:  
Radisson Blu Ikeja GRA,  
Ikeja, Lagos.

## Pre-event exclusive B2B meeting

Date: 7th December 2019

Time: 10:00am

Venue: Legend by  
Curio Hilton Hotel, Ikeja

Sponsorship & RSVP:  
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Shingai George is a multifaceted Aviation professional with a decade's worth of experience in the Industry- most of which have been spent in Airline Sales and Airport Operations, coupled with a firm understanding of Flight Operations. Additionally, he has received training in Safety and Quality Management systems. He is also presently pursuing a Commercial Pilots License. Shingai is a Microsoft and CompTIA Certified IT Professional, with competencies in Cloud Computing, Cyber Security, Network Management, Programming and Virtualisation.

### Manny Kanabe

Manny Kanabe is a global aviation expert; he has founded and restructured several airlines globally. He is an advisor to Helios Investment Partners and Airline Management Group. Manny is the founder of Aviation Partners Africa, a platform he created to bridge the aviation gap in Africa and support the development of aviation in the region. Manny is a chartered accountant and holds an MBA. He is also a guest lecturer at the centre for Air Transport Management at Cranfield University.



### Dr Adun Okupe

Dr Adun Okupe is a Senior Advisor with Red Clay, a tourism advisory practice. In this role, she has advised businesses and governments on their tourism strategy, policy development and sustainable tourism. Adun is passionate about tourism and its transformative role to actualise societal change. Adun has a PhD in Strategic Tourism Leadership from the University of Surrey. She is also a qualified Chartered Accountant with the Institute of Chartered Accountants of Scotland, and is a fellow of the Higher Education Academy.



### Jennifer Nagu

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### Adiel Mambara

A tenacious professional with extensive and unparalleled knowledge of the aviation industry. Mr. Adiel Mambara BA (Hons); F.Inst.TT; M.Sc is a Zimbabwean who has been working in the travel Industry for over the past 25 years. Mr. Mambara has held senior management positions over the years, working for British Airways, Travel shops and Business Travel Management in the UK. Additionally, Adiel is also a part time Associate Staff Member for the Leeds Beckett University where he mentors students on the Masters programme for Travel and Tourism; University of West London Alumni Board Member; Fellow of the Institute of Travel and Tourism; Committee member for the Foreign Airline Association, United Kingdom and Board member for the Board of Airline Representatives (BARUK) in the United Kingdom.



# Editor's Note

## ...As we wrap up the year

This year has been turbulent for the world of Aviation. It could be said to be a fairly safe year but other school of thought might disagree with the Ethiopian airways crash that killed everyone onboard earlier this year. This has caused a major setback for Board of which we are yet to hear the last of it.

Sadly also, the world woke up with the shutdown of Thomas Cooke airlines in the UK. This goes to show that no business is too big to fail. Especially in the Aviation sector where the airlines have to battle with so many factors in

order to survive, from trade wars to policies, environments and economic factors.

Africa sure has a lot to learn, where corporate governance is still a big issue with the carriers. It is not all gloom as doom for African Aviation as airline continues to codeshare and interline. Airline survival is largely hinged on corporation rather than competition, consolidation becomes key.

We look forward to a better 2020 with a more open sky as the machineries' SAATM and AfCFTA is being put in place and more countries sign up.

On a good note, IATA released the report for international passenger market for August. The demand rose by 3.3% compared to August 2018, improved from a 2.8% year-over-year growth achieved in July. With the exception of Latin America, all regions recorded increases, led by airlines in Africa. Capacity climbed to 2.9%, and load factor edged up 0.3 percentage point to 85.6%

African airlines' traffic climbed to 4.1% in August, up from 3.2% in July. This

**“ IATA released the report for international passenger market for August. The demand rose by 3.3% compared to August 2018, improved from a 2.8% year-over-year growth achieved in**

**”**

solid performance comes after South Africa – the region's second largest economy – returned to positive economic growth in Q2, 2019. Capacity rose by 6.1%. However, load factor dipped 1.4 percentage points to 75.6%.

AFRAA will be having its 51st AGA in Mauritius come November. In this edition, I sat with the Sec. Gen of AFRAA, Abderahmane Berthe and discussed his stewardship ahead of the AGA.

Also in this edition, we looked at the lessons to be learnt from Thomas Cook airlines, Infrastructure development in travel and tourism, cybercrime, LCC in Africa amongst others.

It promises to be a great read but most importantly from this edition, Aviators Africa has officially become a bilingual magazine catering to Anglophone and Francophone Africa as we continue to cover African Aviation.

Here is to wishing you safe skies and happy holidays. Sit back and relax as we look forward to a greater 2020 for the world of Aviation especially in Africa.



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## Air Seychelles and South African Airways Expand Codeshare Agreement

Air Seychelles and South African Airways have expanded their codeshare agreement to cover flights to the most populous city in the United States, New York (JFK), effective on 1st of November, 2019. Under the deal, Air Seychelles will place its "HM" code on South African Airways daily services between Johannesburg and New York, providing travelers seamless connection on flights to and from the Seychelles.

Charles Johnson, Chief Commercial Officer of Air Seychelles, said: "Adding JFK onto the Air Seychelles network will provide more accessibility to travellers from the US travelling to the Seychelles, in addition to bringing more visibility about destination Seychelles through the joint marketing efforts that will build awareness about the new codeshare partnership. For over five years now Air Seychelles has partnered with South African Airways as part of its network expansion plans. For that we thank them for their continuous support in enabling Air Seychelles to expand its network reach and we look forward to maintaining the successful partnership".



## Oman Air and Kenya Airways Announce Codeshare Agreement Expansion



Oman Air, the national carrier of the Sultanate of Oman, and Kenya Airways, the national carrier of Kenya, have expanded their codeshare cooperation, increasing the destinations available to their guests.

Oman Air and Kenya Airways commenced their codeshare agreement covering services between Muscat and Nairobi in August 2017.

The codeshare expansion, effective on the 1st October, 2019, will allow seamless connectivity to Oman Air guests travelling beyond Nairobi to Entebbe, Uganda and Johannesburg, South Africa. Similarly, Kenya Airways guests can now extend their travel beyond Muscat to Karachi and Lahore, Pakistan. The following destinations will be added, subject to government and regulatory approvals for Oman Air guests traveling beyond Nairobi to Dar Es Salam, Tanzania and for Kenya Airways guests travelling beyond Muscat to Jeddah, Saudi Arabia and the Indian cities of Bangalore, Chennai, New Delhi and Hyderabad.

De Havilland Canada announced that the United Republic of Tanzania, represented by the Tanzanian Government Flight Agency (TGFA), has signed a firm purchase agreement for a Dash 8-400 aircraft.

The aircraft, which will be leased to and operated by Air Tanzania, will join three that are already in service and another previously ordered one, to increase the airline's fleet of Dash 8-400 aircraft to five. It will be delivered in a 78-seat, dual-lavatory configuration.

## De Havilland Canada announces firm order for Dash 8-400 Aircraft from Air Tanzania







**Emirates Introduces Airbus A380 Service to Cairo**

Emirates will introduce a regular scheduled four-weekly A380 service to the Egyptian capital starting from 27 October 2019. The Airbus A380 will replace the Boeing 777-300ER aircraft currently in operation. Emirates had announced earlier this year that it will also increase the frequency of flights between Dubai and Cairo, adding four additional flights a week to its existing thrice-daily service, starting from 28 October, 2019. The four new flights operating on Mondays, Wednesdays, Thursdays and Saturdays, will take the total number of weekly Emirates flights serving Cairo, to 25.



**Kotoka Ranked Best Airport in West Africa**

Ghana's Kotoka International Airport has been adjudged the best airport in West Africa and the fourth best in the World by the Airport Council International (ACI) Africa. The country moved from 6th last year to 4th in the West African ranking. At the 28th ACI Conference in Accra yesterday, President Nana Addo Dankwa Akufo-Addo attributed the country's success in the latest ranking to the government's strong policy initiatives in the aviation industry. He said the achievement was also due to the stakeholders' commitment to adhere to high airport service quality and standards at the Kotoka International Airport. The ACI annual conference was aimed at providing the aviation community on the continent with the opportunity to share and disseminate vital industry information to strengthen the air transport industry. The conference, on the theme, 'Smart airports of the future; are we ready?' attracted more than 300 participants from across the continent to share ideas and exhibit products and services.



**Kenya Airways introduces new Economy Class seat product for its long-haul routes**

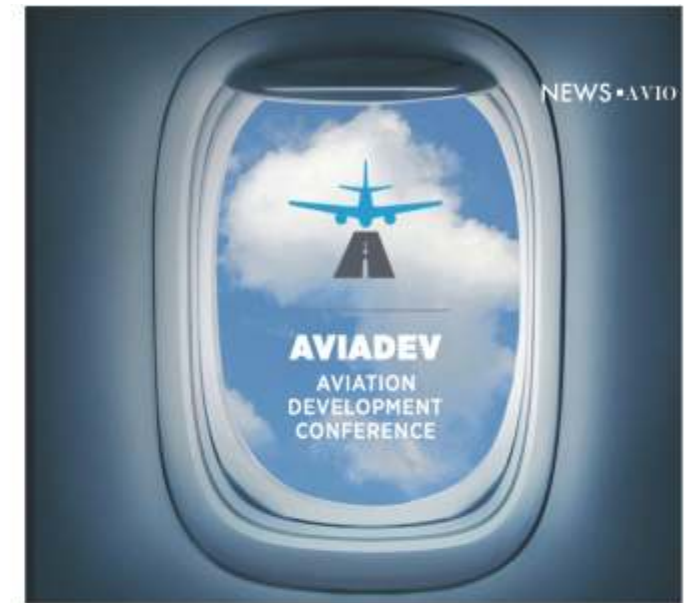
Kenya Airways has introduced a new seat product, Economy Comfort, which is set to enhance customer comfort and experience. Economy Comfort features increased seat pitch of 9cm more than the average Economy Class seats. The Economy Comfort seats are located in the first three rows of Economy Class hence availing 27 seats per aircraft. Additionally, passengers traveling in these seats will enjoy more benefits such as a reserved overhead cabin for their carry-on luggage, special

inflight products and priority disembarking from the aircraft. KQ has been implementing different strategies to boost its revenues and retain a competitive edge in the market all geared towards a turnaround of the business. The product offering will support the airline's network expansion initiatives. KQ now has more long-haul routes on its network such as New York, Rome and Geneva in addition to Amsterdam, London, Paris, Bangkok, and Guangzhou.



**AVIADEV 2020 to be hosted by Ravinala Airports in Madagascar**

AviaDev Africa will take place in Antananarivo, Madagascar, from 6th - 8th May 2020 for its fifth edition with the support of its host Ravinala Airports, Antananarivo and Nosy Be Airports. AviaDev is one of the leading air service development conference in Africa, uniting airlines, airports and tourism authorities to meet and discuss increasing connectivity to, from and within the continent. Since inception, AviaDev has been the catalyst for partnerships including notably a new route operated by Mango connecting Lanseria International Airport, Johannesburg to Port Elizabeth and also the Kigali-Harare-



Cape Town route that has been served by RwandAir since May 2018. AviaDev is known to facilitate pre-arranged one-to-one meetings during the event alongside key networking activities to ensure maximum output from the event. Registration for AviaDev Africa is now open at [www.aviationdevelop.com](http://www.aviationdevelop.com)



**Africa World Airlines and Brussels Airlines Seal Interline Agreement**

Africa World Airlines (AWA), Ghanaian regional carrier and Brussels Airlines, a member of Lufthansa Group and Star Alliance member have sealed an interline agreement to better serve the traveling public. The partnership between the airlines will allow passengers traveling from Brussels Airlines' network of 73 European and 21 intercontinental destinations to book a single ticket to any of the 9 African destinations served by AWA, including attractive fares and single intercontinental baggage allowance all the way through the different legs of their journey. According to the Chief Operations Officer, AWA, Sean Mendis, the airlines is excited with the partnership adding that the partnership will solidify Accra's role as the true gateway to the entire West Africa region.

**Comair Declares a Profit, Despite Challenges**

Comair reported a 175% year-on-year increase in earnings per share (EPS) and a 184% year-on-year increase in headline earnings per share (HEPS), bolstered by SAA's settlement of its anticompetitive conduct. The settlement, the outcome of a 14-year court-case, amounts to R1.1bn, plus R168m in interest. It has helped offset an 82% decline in 'normalised' profit before taxation (profit before taxation excluding the SAA award), from R471m to R86m, despite a record revenue performance that grew 9% year-on-year partly due to a 4% increase in airline load-factors, a 3% increase in average airfare and 2% increase in combined sundry, ancillary and non-airline revenue. Fuel cost and currency movements added R342m and R87m respectively to operating expenses.







**IATA: African Airlines show modest increase in demand**

The International Air Transport Association (IATA) has revealed that global passenger traffic data for August 2019 shows that demand (measured in total revenue passenger kilometers or RPKs) climbed 3.8% compared to the year-ago period. This was above the 3.5% annual increase for July.

August capacity (available seat kilometers or ASKs) increased by 3.5%. Load factor climbed 0.3 percentage point to 85.7%, which was a new monthly record, as airlines continue to maximize asset use. Passenger market shows modest increase in demand "While we saw a pick-up in passenger demand in August compared to July, growth remains below the long-term trend and well-down on the roughly 8.5% annual growth seen over the 2016 to Q1 2018 period. This reflects the impact of economic slowdowns in some key markets, uncertainty over Brexit and the trade war between the US and China. Nonetheless, airlines are doing a great job of matching capacity to demand. With passenger load factors reaching a new high of 85.7%, this is good for overall efficiency and passengers' individual carbon footprint," said Alexandre de Juniac, IATA's Director General and CEO

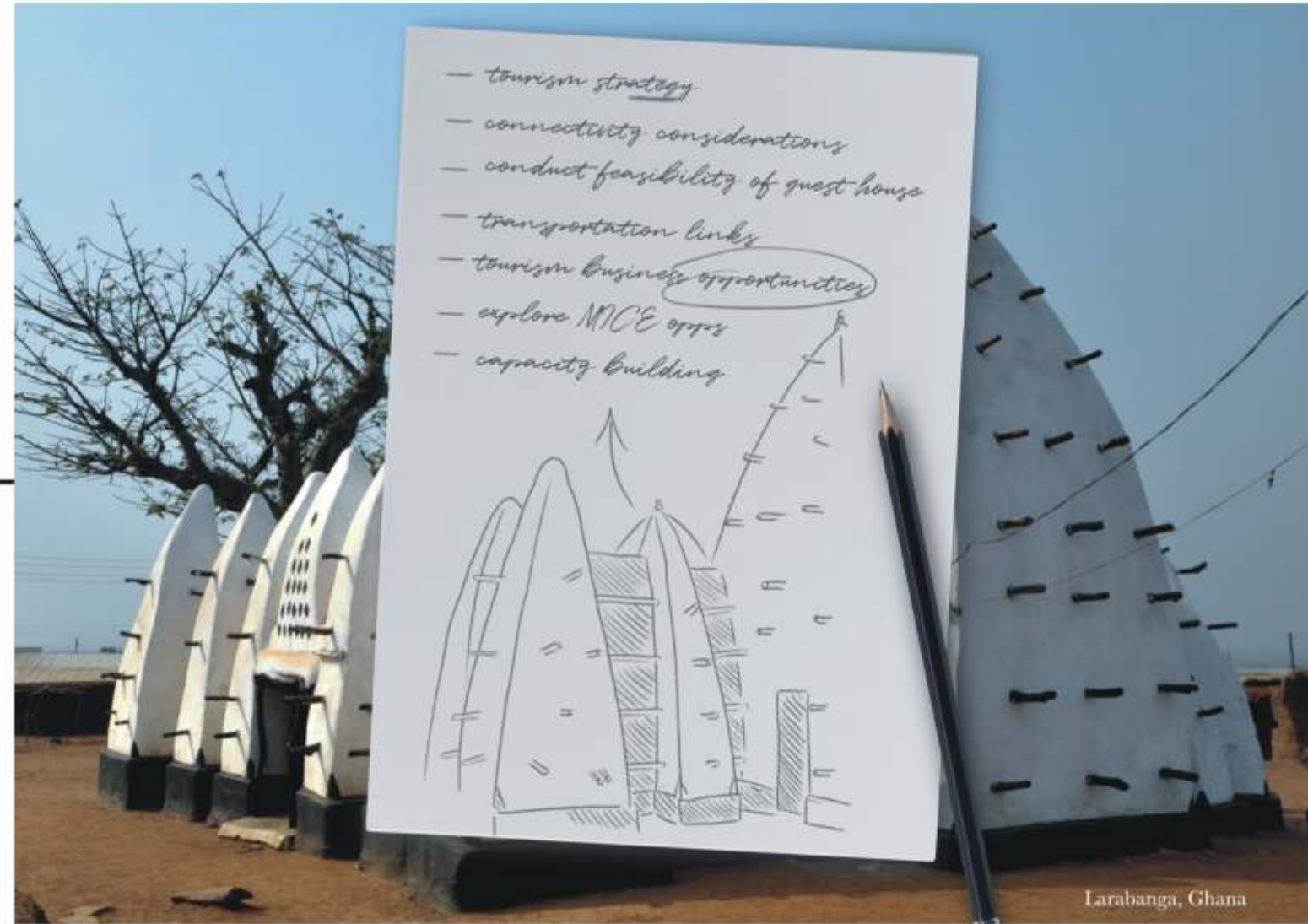


**Tanzania Ranked 10th on the List of Growing Tourism Markets**

Tanzania is among the top ten countries in Africa which have recorded the fastest growth in tourism. Within eastern Africa, Tanzania only trails Kenya and Ethiopia and South Africa, Mauritius, Seychelles, Botswana and Namibia in the Southern Africa Development Community (Sadc) region. The Travel and Tourism Competitive Index 2019 report just released by the Jumia Africa Hospitality Group indicated that Tanzania is 10th in the tourism growth ranking of over 50 African states. "African countries (including Tanzania) are now reaping the benefits of positive policy changes coupled with increased

investments in the sector," the report reads in part. With the number of expected tourists to the country estimated at 1.5 million this year, tourism remains one of the fastest-growing sectors of the economy. For years, Tourism has accounted for 17 per cent of the Gross Domestic Product (GDP) - and is the leading sector in foreign exchange earnings. Last year, it generated over \$2 billion (about Sh4.6 trillion). Africa recorded a seven per cent rise in the number of tourist arrivals last year, during which 67 million tourists visited the continent, making it the second fastest growing tourism region after Asia-Pacific.

# The Ultimate Tourist Experience *begins on paper*



- tourism strategy
- connectivity considerations
- conduct feasibility of guest house
- transportation links
- tourism business opportunities
- explore MICE opps
- capacity building

Larabanga, Ghana

West Africa has immense tourism potential that requires a strategic and comprehensive approach. The drawing board is a good place to brainstorm and explore options, understanding how one decision affects another aspect of the tourism - economic, social and environmental - system before embarking on tourism projects.

At Red Clay Advisory, we are trusted tourism advisers and have experience working with businesses and government to harness the transformative potential of sustainable tourism in West Africa.

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10%  
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**Air Tanzania attend deux autres Airbus A220-300 d'ici début 2021**  
 Air Tanzania firms up for two Airbus A220, deliverable by 2021

Air Tanzania poursuit la densification de sa flotte. La compagnie nationale tanzanienne a confirmé ce jeudi 19 septembre 2019, avoir passé via la Tanzania Government Flight Agency (TGFA), une commande pour l'acquisition de deux Airbus A220-300. Les deux appareils flambant neuf seront livrés par le constructeur européen d'ici 2020, ou début 2021. Dans la même veine, le transporteur aérien attend son second Boeing 787 Dreamliner en novembre, ainsi qu'un quatrième Dash-8 Q400. Avec l'arrivée des deux nouveaux Airbus A220-300, Air Tanzania disposera désormais de quatre avions de ce type. En effet, l'entreprise exploite depuis décembre 2018 et janvier 2019, deux A220-300. Air Tanzania est même la première compagnie africaine à exploiter ce récent modèle d'Airbus. Une fois les deux A220-300, le Dreamliner et le Q400 livrés, la compagnie disposera désormais de onze aéronefs. Actuellement, la structure dispose d'une flotte de sept avions d'une moyenne d'âge de 5,2 ans.



**Air Sénégal ira aux Etats Unis au premier semestre 2020**  
 Air Senegal to serve Washington by first semester 2020

Air Sénégal ouvrira bientôt une ligne vers les Etats-Unis. C'est ce qu'a affirmé Alioune Sarr, le ministre sénégalais du Tourisme et des Transports aériens le 19 septembre 2019, en marge d'une réunion de comité local de développement qu'il présidait sur l'île de Gorée, en compagnie de son

homologue de la culture. « J'ai l'honneur et le plaisir, au nom du chef de l'Etat Macky Sall, de vous annoncer, monsieur le maire et aux populations de Gorée, que la compagnie Air Sénégal va ouvrir la ligne Dakar - Washington dans les six prochains mois ». Ce deuxième vol long-courrier, après Paris en France, sera opéré en Airbus A330neo. Air Sénégal attend, à cet effet, son second appareil, courant octobre-novembre, a confirmé le ministre. Le lancement de la liaison Dakar - Washington viendra ainsi pallier le vide laissé par South African Airways. Le 1er septembre 2019, la compagnie nationale sud-africaine a effectué son dernier vol sur la route Johannesburg - Dakar - Washington. Une fois les vols effectifs entre la capitale sénégalaise et celle des Etats-Unis, Dakar deviendra la deuxième ville d'Afrique de l'Ouest à proposer des vols directs vers Washington, après Accra.



**Egyptair fait de Hangzhou sa quatrième destination en Chine**  
 Egyptair makes Hangzhou its fourth gate into China

Egyptair ouvre une nouvelle route à destination de la Chine. La compagnie nationale égyptienne prévoit de lancer à partir du 29 novembre 2019, une ligne entre Le Caire et Hangzhou, capitale de la province côtière de Zhejiang. A partir de cette date, le transporteur aérien proposera deux liaisons hebdomadaires vers la capitale de la province du Zhejiang. La ligne sera exploitée en Boeing 787-9 Dreamliner de 309 places (30 en classe « Affaires » et 279 en classe « Economie ») Les mercredis et vendredis, le vol MS953 décollera de l'aéroport international du Caire à 01h55 ; pour se poser dans la ville touristique à 18h55. Dans le sens inverse, le vol MS954 embarquera de l'aéroport international de Hangzhou Xiaoshan les jeudis et samedis à 00h05 ; pour arriver dans la capitale égyptienne à 06h35. A partir du 20 janvier 2020, on passera de deux à trois vols par semaine. Une fois les vols effectifs, Hangzhou deviendra la quatrième destination d'Egyptair dans l'Empire du Milieu. Actuellement, la compagnie dessert Rékin trois fois par semaine. Elle propose également trois vols hebdomadaires à destination de Hong-Kong, en passant par Bangkok en Thaïlande. Enfin, le transporteur exploite aussi une route vers Guangzhou, à raison d'un vol quotidien.





**Air Sénégal envisage de desservir Genève en 2020**  
 Air Senegal mulls to serve Geneva next year

L'information a été lâchée par l'Ambassade de Suisse au Sénégal sur sa page facebook ce mercredi 9 octobre 2019. " C'est confirmé : Air Sénégal prévoit d'ouvrir une ligne Dakar-Genève en 2020. Quelle belle nouvelle! " a indiqué la représentation diplomatique helvétique. Si aucun détail n'a été donné sur la date de lancement encore moins sur la fréquence des vols, il est certain que la ligne, une fois lancée, sera opérée en Airbus A330neo. Air Sénégal attend son deuxième appareil courant de ce mois. Avec cette nouvelle annonce, le fleuron de l'aviation sénégalaise poursuit ainsi la consolidation de son réseau long courrier. Après Paris démarrée en début d'année, elle prévoit de lancer à partir du 9 décembre 2019, quatre vols hebdomadaires entre Dakar, Marseille et Barcelone. Dans moins de six mois, le transporteur aérien se lancera aussi à la conquête de Washington aux Etats-Unis.

Avec une flotte de cinq avions d'une moyenne d'âge de 6,1 ans, le transporteur dessert actuellement Ziguinchor, Banjul, Bamako, Bissau, Conakry, Cotonou, Abidjan, Sal, Niamey, Ouagadougou et Paris. Casablanca au Maroc, Nouakchott en Mauritanie, Accra au Ghana, Abuja et Lagos au Nigéria s'inscrivent aussi dans son plan de déploiement à court terme.



**Mozambique: LAM renoue avec l'Europe après 9 ans d'absence**  
 LAM Mozambique to reconnect Europe after 9 years hiatus

Linhas Aéreas de Moçambique (LAM) revolera bientôt vers le Portugal, sa principale porte d'entrée en Europe. Au cours d'une cérémonie organisée à Lisbonne ce lundi 7 octobre, la compagnie nationale mozambicaine a annoncé qu'elle rouvrira sa ligne Maputo - Lisbonne dès le 31 mars 2020.

A partir de cette date, le transporteur proposera trois vols hebdomadaires sur cette route. Les vols seront assurés en Airbus A340-300. L'appareil affrété auprès de Hi Fly peut accueillir jusqu'à 267 passagers, en configuration 213 sièges en classe Economie, 42 sièges en Première classe et 12 sièges en classe Affaires.

Une fois les vols effectifs, LAM sera en concurrence avec TAP Portugal et TAAG Angola( via Luanda). Selon le directeur général de la compagnie mozambicaine, le corridor Maputo - Lisbonne pèse environ 40 000 passagers (aller/retour) par an. João Carlos Pó Jorge affirme que le retour de sa compagnie au Portugal vise à « satisfaire la forte demande de ses clients, y compris de la diaspora mozambicaine au Portugal ». Il est donc question à l'en croire, de voir si sa structure peut grappiller quelques parts de marché aux transporteurs habituels. Le retour du transporteur mozambicain au Portugal interviendra neuf ans après son départ. En effet, LAM a desservi Lisbonne jusqu'en 2011. Elle opère actuellement vers les principales villes du Mozambique et sur son réseau régional qui comprend Dar-Es-Salam en Tanzanie, Nairobi au Kenya, et Johannesburg en Afrique du Sud.

**Tchadia Airlines a transporté plus de 27'000 passagers en une année d'existence**  
 Tchadia Airlines carried over 27000 passengers in one-year operation

Lancée en octobre 2018, Tchadia Airlines fait son petit bout de chemin. Ce vendredi 18 octobre 2019, la compagnie parapublique tchadienne a annoncé avoir transporté 27 652 passagers en une année d'existence. De manière détaillée, le transporteur a servi 21 467 passagers sur ses quatre lignes domestiques, et 6185 vers ses deux routes internationales. Au départ de sa base de N'Djamena, le transporteur dessert Douala au Cameroun, Bangui en République Centrafricaine, et les villes d'Abéché, Moundou, Faya et Sarh au Tchad. Pour l'entreprise, ce bilan « prouve la satisfaction de notre service à la clientèle, et la confiance du public voyageur sur la marque de la compagnie aérienne nationale ». Elle se félicite donc d'avoir de tels chiffres au bout de sa première année d'exercice. Surfant justement sur cette belle vague, Tchadia Airlines

annonce l'ouverture dès le mois prochain, de nouvelles routes domestiques vers Am-Timan, Ati et Amdjarass. Mais également des destinations régionales vers Niamey (Niger), Kano (Nigéria), Khartoum (Soudan) le même mois, et Cotonou et Le Caire dans un proche avenir. Pour desservir ces marchés, la compagnie nationale tchadienne prévoit de renforcer sa flotte avec l'acquisition de nouveaux avions notamment des Q400 et Boeing 737. Opérationnel depuis le 1er octobre 2018, Tchadia Airlines dispose, à ce jour, d'une flotte de deux Q400 dont un seul est opérationnel. Ethiopian Airlines est actionnaire à 49% tandis que 51% des parts sont détenus par l'État du Tchad.



**Ethiopian Airlines fait d'Athènes sa 17e destination européenne**  
 Ethiopian Airlines makes Athens its 17th European destination

Ethiopian Airlines a annoncé qu'elle proposera avant la fin de cette année, des vols vers la capitale grecque. « Dès le 13 décembre 2019, la ville d'Athènes, en Grèce, rejoint le vaste réseau d'Ethiopian Airlines », écrit-elle sans donner plus de détails. Athènes deviendra ainsi la dix-septième ville européenne desservie par Ethiopian Airlines, en vol passager. Actuellement, le transporteur vole vers Oslo en Norvège, Stockholm en Suède, Moscou en Russie, Dublin en Irlande, Manchester et Londres en Angleterre, Bruxelles en Belgique, Paris et Marseille en France, Francfort en Allemagne, Vienne en Autriche, Genève en Suisse, Milan et Rome en Italie, Istanbul en Turquie, Madrid en Espagne. En dehors de la route Addis-Abeba - Athènes, la compagnie ouvrira plusieurs autres lignes d'ici la fin d'année 2019. Le 27 octobre, Ethiopian Airlines lancera quatre vols hebdomadaires (directs) entre sa base Addis-Abeba Bole et la ville indienne de



Bangalore. Pendant ce même mois, elle proposera une nouvelle desserte vers Amman, la capitale jordanienne. La ligne devrait être exploitée à raison de trois vols hebdomadaires. Le 16 décembre, le leader africain du transport aérien effectuera son vol inaugural vers Houston. A partir de cette date, il volera trois fois par semaine à destination de sa cinquième ville aux Etats-Unis, via Lomé au Togo. Depuis le début septembre, Ethiopian Airlines dessert Beira trois fois par semaine. C'est sa deuxième destination au Mozambique, après la capitale Maputo.

**L'Etat à la rescousse d'Air Algérie, 3.8 milliards de dinars à injecter pour apurer ses dettes**  
 Algeria : Government to inject 3.8 billions dinars to keep Air Algeria afloat

L'état veut maintenir Air Algérie à flot. D'après l'avant-projet de loi de finances 2020, le Trésor public sera autorisé, par le Gouvernement, à apurer la dette de la compagnie nationale d'un montant de 3,8 milliards de dinars ( 28.7 millions d'euros), rapporte algerie-eco. Cette allocation financière servira au règlement des acomptes exigés par les deux constructeurs aéronautiques Boeing et Airbus, dans le cadre de l'acquisition de trois Boeing, cinq Airbus et six ATR. L'exposé des motifs de l'avant-projet de loi de finances explique au sujet d'Air Algérie qu'elle fait face à d'importantes difficultés financières. « Tenant compte des conclusions du rapport de l'Inspection Générale des Finances du 14/11/2017



sur la situation financière d'Air Algérie faisant état de l'importance des difficultés financières auxquelles se trouve confrontée l'entreprise ». Ce rapport conclut que si « Air Algérie n'optimise pas davantage l'exploitation de sa flotte, ce qui ne permettrait pas de dégager des cash flux importants pour faire face au remboursement de ses emprunts, l'entreprise connaîtra un déséquilibre financier sérieux, notamment à partir de l'année 2021 ». Un situation qui risque d' « influencer négativement sur sa compétitivité voire même sur la pérennité de son exploitation » précise le Gouvernement dans l'avant-projet de loi de finances 2020.

**Congo Airways célèbre le renouvellement de sa certification IOSA**  
 Congo Airways renews its IOSA certification

Congo Airways vient de renouveler sa certification IOSA (IATA Operational Safety Audit). L'information a été rendue publique ce mercredi 25 septembre 2019, par le directeur général de la compagnie nationale congolaise. Selon Désiré Balazire, le renouvellement de cette certification d'une durée deux ans, intervient après un audit d'inspection effectué auprès du transporteur par l'International Air Transport Association (IATA), du 10 au 14 juin 2019. Pendant sa mission d'inspection, l'IATA a vérifié la conformité de plus de 980 standards et pratiques recommandées

(ISARPS) par le programme IOSA dans huit domaines opérationnels de la compagnie. Il s'agit de l'organisation et de la gestion des opérations aériennes, des opérations de cabine, le contrôle opérationnel et la régulation des vols. Mais aussi des opérations de manutention au sol, des opérations cargo, la gestion de la sécurité et la maintenance aéronautique. Avec cette certification obtenue pour la première fois en 2017, Congo Airways est la seule compagnie certifiée IOSA en République Démocratique du Congo.





**Coopération: Le Rwanda signe deux accords aériens avec la Finlande et le Koweït**

Rwanda signs two bilateral agreements with Finland and Kuwait

Les autorités rwandaises s'activent depuis leur arrivée au Canada. En marge de la 40e assemblée générale de l'Organisation de l'Aviation Civile Internationale (OACI) qui se tient du 24 septembre au 4 octobre 2019 à Montréal, le Rwanda multiplie les accords bilatéraux.

Le 26 Septembre, un premier accord aérien a été signé entre Claver Gatete, le ministre des Infrastructures du Rwanda, et Mikael Nyberg, le conseiller principal au ministère des Transports et des Communications de Finlande.

Le second a, quant à lui, été signé avec Koweït. L'accord paraphé par Claver Gatete et Sabah Al-Salem Al-Homoud Al-

Sabah, le président de l'autorité de l'aviation civile du Koweït, porte sur l'établissement des services aériens bilatéraux entre les deux pays.

Pendant cette même assemblée générale de l'Organisation de l'Aviation Civile Internationale, « la secrétaire générale de l'OACI, Dr Fang Liu, a rencontré l'honorable ministre des Infrastructures, pour discuter de l'avancement de la technologie dans le domaine de l'aviation ; tout en mettant l'accent sur la sécurité et la sûreté », affirme la Rwanda Civil Aviation Authority.



**Le parlement togolais ratifie l'accord « open sky » entre le Togo et les Etats-Unis**

Togo: Parliament ratifies "open sky" agreement with USA

Des compagnies américaines telles qu'American Airlines, Delta, ou encore United, pourront bientôt effectuer des vols directs entre le Togo et les Etats-Unis. En effet, le parlement togolais a ratifié ce jeudi 8 août 2019, l'accord « open sky » signé entre les deux pays le 7 avril 2015.

Les restrictions ainsi levées, les compagnies désignées des deux pays peuvent désormais assurer autant de vols directs qu'ils le souhaitent au départ et/ou en direction d'un pays comme de l'autre.

L'ambition du gouvernement à l'horizon 2022, est de faire du Togo un hub aéroportuaire majeur en Afrique de l'Ouest, en doublant le trafic de passagers, de 750 000 en 2016, à 1 500 000 en 2022.

Le trafic du fret devra quant à lui passer de 12 000 à 24 000 tonnes par an, grâce au développement d'un marché de services autour des deux pays. « Le développement du transport aérien permet de renforcer les relations

internationales et commerciales, de stimuler les devises, ainsi que la croissance du tourisme », explique l'honorable Atcholi Aklesso, président du groupe parlementaire Unir (Union pour la république).

Pour le moment, une seule compagnie aérienne relie le Togo aux Etats-Unis. Il s'agit d'Ethiopian Airlines, qui effectue quatre rotations hebdomadaires entre Addis Abeba, Lomé et New York Newark.



**Huit pays africains ont été finalement élus au conseil de l'OACI pour un mandat de 3 ans**

Eight African countries elected at ICAO council

L'Afrique reste bien représentée au conseil de l'Organisation de l'Aviation Civile internationale (OACI). En marge de sa 40e assemblée générale qui se tient du 24 septembre au 4 octobre 2019, l'OACI a achevé ce mardi 1er octobre 2019, les élections de son nouveau conseil. Elus pour un mandat de trois ans, ces derniers resteront en poste jusqu'en 2022. Parmi les pays élus, ou réélus à leur siège, figurent sept issus du continent africain.

Dans la partie II, réservée aux « Etats contribuant le plus largement à la fourniture d'installations pour la navigation aérienne civile internationale », on note les réélections de l'Egypte, du Nigéria et de l'Afrique du Sud. Cette catégorie est complétée par l'Argentine, la Colombie, la Finlande, l'Inde, le Mexique, les Pays-Bas, l'Arabie Saoudite, Singapour et l'Espagne.



Faisant leur entrée au conseil, la Côte d'Ivoire, la Guinée équatoriale, le Soudan, la Tunisie et la Zambie ont été élus dans la Partie III, prévue pour les « Etats assurant la représentativité géographique ». A cette catégorie s'ajoute le Costa Rica, la Grèce, la Malaisie, le Paraguay, le Pérou, la Corée du Sud, la République Dominicaine, et les Emirats Arabes Unis.

La première partie, attribuée aux « Etats d'importance capitale dans le transport aérien », a vu les réélections de l'Australie, du Brésil, du Canada, de la Chine, de la France, de l'Allemagne, de l'Italie, du Japon, de la Fédération de Russie, du Royaume-Uni et des Etats-Unis.

Composé de trente-six membres élus pour un mandat de trois ans, le conseil est l'organe directeur de l'Organisation de l'aviation civile internationale.



**Accord aérien : Le Burkina Faso et le Gabon ouvrent la voie à Air Burkina**

Burkina Faso, Gabon sign a bilateral air agreement service

Air Burkina pourra bientôt ouvrir une route vers le Gabon. En effet, les deux pays ont signé le 25 septembre 2019, un mémorandum d'entente (MOU) et un nouvel accord aérien en vue de l'ouverture par la compagnie nationale burkinabè d'une desserte vers le Gabon.

Les deux documents ont été paraphés par Arthur Nkoumou Delaunay, et Azakaria TRAORÉ, les directeurs généraux respectifs des Agences Nationales de l'aviation civile du Gabon et Burkina Faso, en marge de la 40e assemblée générale de l'Organisation de l'aviation civile internationale (OACI) qui se tient à Montréal au Canada, du 24 septembre au 4 octobre 2019.

Le cadre réglementaire ainsi mis en place, Air Burkina pourrait desservir le Gabon d'ici décembre. Dans une interview accordée à « African Aerospace » en début du mois d'août 2019, Youssouf Zongo, son directeur du contrôle de gestion et de l'audit avait affirmé que la compagnie envisage d'ici la fin d'année, ouvrir des routes vers Abuja (Nigeria), Conakry (Guinée), Libreville (Gabon), Douala (Cameroun) et Pointe Noire (République du Congo).

Air Burkina relie actuellement Abidjan, Accra, Bamako, Cotonou, Dakar, Lomé et Niamey, en plus de Bobo Dioulasso sur son réseau domestique. Elle exploite une flotte de deux Embraer E195 et un Embraer E175. La compagnie envisage par ailleurs porter la flotte à six appareils d'ici 2023. Des discussions, en ce sens, ont été ouvertes avec plusieurs constructeurs dont Bombardier.



**Accord aérien : Le Sénégal et l'Arabie Saoudite se rapprochent par les airs**

Senegal, Saudi Arabia sign air agreement to boost connectivity

Le Sénégal et l'Arabie Saoudite ont signé, lundi 22 juillet 2019, un accord bilatéral en matière de transports aériens, lequel ouvre la voie à l'établissement des vols directs entre les deux pays.

La signature de cet accord est l'aboutissement d'une série de négociations entamées depuis 2012. L'accord a été paraphé entre Abdulhadi Bin Ahmed Al-Mansouri, président de la GACA (General Authority of Civil Aviation) et Alioune SARR, le ministre sénégalais des Transports Aériens et Tourisme. En vertu de cet accord, les deux parties ont convenu de plusieurs dispositions réglementaires relatives aux droits aériens bilatéraux, à la sûreté et sécurité aérienne, aux droits d'exploitation des routes, aux alliances commerciales entre les compagnies nationales (Air Sénégal et Saudia Airlines) et d'autres questions en matière de coopération technique et de formation du personnel aéronautique.

Ce nouvel accord est un levier majeur pour le développement des échanges économiques et commerciaux entre les deux pays. Il va également faciliter la tarification aux plus de 12.800 pèlerins sénégalais qui vont effectuer le Hajj chaque année.

**Accord aérien : Le Mozambique et le Qatar se rapprochent par les airs**

Mozambique, Qatar sign BASA

LAM Mozambique Airlines et Qatar Airways peuvent désormais effectuer autant de vols que possible entre le Mozambique et le Qatar. Les deux pays ont signé ce lundi 26 août 2019, un accord bilatéral en matière de transports aériens qui permet aux transporteurs désignés de l'un et l'autre d'exploiter un nombre illimité de vols entre les deux pays. A travers celui-ci, LAM Mozambique Airlines pourra donc prétendre à des vols commerciaux vers la monarchie du golfe.

Les documents y relatif ont été signés par le président de l'autorité de l'aviation civile du Qatar, Abdulla bin Nasser Turki al-Subaey, et la vice-ministre des Transports et des Communications du Mozambique, Manuela Joaquim.

Cet accord vient donc compléter celui signé en 2012 par les deux parties. Accord qui permet à Qatar Airways d'effectuer trois vols hebdomadaires (lundi, jeudi et dimanche) entre Doha et Maputo. De son côté, le réseau de LAM Mozambique ne se limite pour l'instant qu'aux dessertes domestiques et lignes régionales vers l'Afrique du Sud, le Kenya et la Tanzanie.





## Rwanda : Le Parlement autorise la ratification de 32 accords aériens

Rwanda: Parliament nods for 32 air agreements ratification

Le Rwanda ouvre ses airs à trente-deux pays. Le Parlement rwandais a approuvé mardi 10 septembre 2019, le projet de loi qui permet au pays de signer des accords de services aériens bilatéraux (BASA) avec trente-deux pays. « En raison de son intérêt à promouvoir les échanges commerciaux en utilisant les services de transport aérien, le gouvernement rwandais a conclu et signé un accord bilatéral sur les services aériens avec les 32 pays ; afin d'ouvrir de nouvelles routes aériennes au transporteur national, RwandAir » a expliqué Claver Gatete, le ministre de l'Infrastructure.

Les pays concernés par ce projet sont : l'Angola, le Burkina Faso, le Cap-Vert, les Comores, Djibouti, le Bénin, la Guinée Equatoriale, la Gambie, le Ghana, le Mali, le Maroc, le Mozambique, le Niger, le Nigéria, São Tomé et Príncipe, les Seychelles, la Sierra Leone, le Togo et la Zambie. Mais aussi : les Bahamas, la Chine, l'Arabie Saoudite, l'Inde, l'Italie, l'Espagne, la Grèce, l'Israël, le Qatar, Singapour, l'Islande, la Suisse et le Sri Lanka.



Ces BASA ainsi approuvés permettent aux transporteurs désignés des pays contractants, d'exploiter des vols commerciaux de passagers et de fret entre le Rwanda et les pays concernés. Ils règlementent également la fréquence, la capacité, les prix et d'autres aspects commerciaux des services aériens entre ces pays.

Le Rwanda a, dans le passé, signé des BASA avec le Cap Vert, l'Ouganda, le Soudan du Sud, le Lesotho, le Swaziland, la République centrafricaine, le Canada, le Kenya, le Malawi et la Tanzanie. L'objectif de ces accords est d'augmenter la connectivité aérienne et approfondir le commerce en Afrique et au-delà.

## Ngaidé Abdoulaye Abbas est le nouveau directeur général de l'ANAC Mauritanie

Mauritania: Ngaidé Abdoulaye Abbas elected as new boss of Civil Aviation Agency

L'Agence nationale de l'aviation civile (ANAC) de Mauritanie a un nouveau directeur général. A l'issue du conseil des ministres du jeudi 3 Octobre 2019, le Président mauritanien, Mohamed Ould Cheikh El-Ghazouani, a nommé Ngaidé Abdoulaye Abbas au poste de directeur général de l'ANAC. Habitué de l'agence, il était précédemment directeur général adjoint. Il remplace à ce poste Mohamed Mahmoud Bouassriya.

Ngaidé Abdoulaye Abbas sera désormais secondé de Baba Ahmed Ould Mohamed Ould Baba Ahmed, nommé le même jour au poste de directeur général adjoint. Jusque-là directeur

du transport aérien, lui aussi est un ancien cadre de l'Agence nationale de l'aviation civile.

La nomination des deux hommes intervient juste six jours après que le pays ait signé un accord relatif au transport aérien avec l'Arabie Saoudite. Accord qui prévoit l'organisation de vols directs réguliers de gros porteurs reliant les aéroports des deux pays frères ; afin d'intensifier les échanges économiques bilatéraux et de faciliter le déplacement des pèlerins aux lieux saints.



## ACI Afrique : Le patron de l'Office national des aéroports du Maroc (ONDA) prend les commandes du conseil d'administration

ACI Africa : ONDA boss elected as chairperson



Zouhair Mohammed El Aoufir, le directeur général de l'Office national des aéroports (ONDA) est le nouveau président du conseil d'administration du Conseil international des aéroports pour la région Afrique (ACI Afrique). Jusque-là président par intérim, le patron de l'institution en charge de la gestion des aéroports du Maroc a été confirmé à son poste ce mercredi 16 octobre 2019 à Accra au Ghana, en marge de la 28e assemblée générale annuelle (AGA) de l'ACI Africa, qui se tient du 12 au 18 octobre 2019.

Elu pour un mandat de trois ans, Zouhair Mohammed El Aoufir siègera désormais au conseil d'administration d'ACI Monde.

Organisée sous le thème « rôle de la technologie et de la transformation numérique dans le domaine aéroportuaire », la 28e AGA s'intéresse à une interrogation centrale : « aéroports intelligents du futur, sommes-nous prêts ? » Une question qui a permis de définir les différents sous-thèmes de certaines sessions. « Défis du développement du trafic et du manque de capacité, est ce que la technologie peut être la réponse ? Drones, biométrie, comment les aéroports peuvent-ils bénéficier des technologies de ruptures ? » Voilà entre autres points débattus au cours des travaux de cette semaine.

En rappel, ACI Afrique représente 65 membres africains exploitant 261 aéroports dans 52 pays. Les aéroports adhérents à ACI Afrique représentent environ 98% du trafic africain global.

## Cairo airport company veut construire un 4e terminal à l'aéroport international du Caire

Cairo airport company to build a fourth terminal

L'aéroport international du Caire sera bientôt doté d'un nouveau terminal. La semaine dernière, Cairoairportcompany a annoncé qu'elle a effectué les études nécessaires pour la construction d'un quatrième terminal au sein de la plateforme aéroportuaire. L'objectif à terme est de réduire la densité dans les trois terminaux actuels de l'infrastructure. Selon Ahmed Fawzy, le président de Cairo airportcompany, l'aéroport de la capitale égyptienne avoisine actuellement 75% de sa capacité d'accueil. Avec l'entrée en service du nouveau terminal, la principale entrée du pays des pharaons devrait accueillir 30 millions de passagers par an. Dans une logique d'amélioration de l'efficacité de l'aéroport, la structure en charge de sa gestion a déjà mis déjà mis en œuvre certains projets. On peut citer le développement du terminal 1, et la modernisation du système intégré de traitement des bagages.



Actuellement, l'aéroport international du Caire accueille plus de 13 millions de passagers par an, et est suffisamment sollicité pendant la grande saison. Une réalité qui a amené les autorités égyptiennes à multiplier ces dernières années, les stratégies pour son désengorgement. Le 9 juillet 2019, le Nouvel aéroport de la capitale administrative (Naca) a effectué son premier vol expérimental. A terme, il devrait servir d'alternative à l'aéroport international du Caire.

## Zimbabwe : 13 millions de dollars pour la mise à niveau de l'aéroport international de Bulawayo

Zimbabwe : \$13 millions to upgrade Bulawayo int'l airport

13 millions de dollars : C'est l'enveloppe qui sera allouée pour le démarrage de la phase 2 des travaux de modernisation et d'expansion de l'aéroport international Joshua Mqabuko Nkomo de Bulawayo, la deuxième grande ville du Zimbabwe.

L'annonce a été faite cette semaine par Margaret Mantziba, directrice générale par intérim de l'Autorité de l'aviation civile du Zimbabwe (CAAZ). « Nous avons déjà prévu dans le budget une enveloppe de 13 millions de dollars qui nous aidera à lancer la phase II du projet d'agrandissement de l'aéroport international JM Nkomo ».

Les travaux comprennent la construction d'une nouvelle tour de contrôle et d'une caserne pompier. « Nous espérons achever ce projet au cours des deux prochaines années ».

Mais il en faut encore plus de moyens financiers pour terminer cette phase 2. Selon Mantziba, un budget additionnel de 20 millions de dollars est nécessaire pour réaliser davantage de projets qui feront de l'aéroport, une plateforme incontournable dans la sous-région. « JM Nkomo est stratégiquement positionné pour desservir un grand nombre de pays de la région. Ce que nous voulons faire et continuer de faire consiste à promouvoir vigoureusement cet aéroport en tant qu'option très viable pour de nombreuses compagnies aériennes ».

L'aéroport international de Bulawayo est actuellement desservi par Fastjet, Air Zimbabwe et South African Airways. La plateforme est reliée, en vols directs, à Harare, Victoria et Johannesburg en Afrique du Sud.



## Angola: Les travaux de construction du nouvel aéroport international de Luanda reprendront d'ici fin 2019

Angola: Works at Luanda new int'l airport to resume by the end of year, gvt said



Les travaux de construction du nouvel aéroport international de Luanda reprendront d'ici la fin d'année. C'est en tout cas ce qu'a annoncé le ministre angolais des Transports, ce mercredi 14 août. Des négociations sont actuellement en cours avec Aviation Industry Corporation of China, la nouvelle entreprise en charge du projet. Des discussions devraient aboutir d'ici quinze à trente jours, à la signature d'un avenant entre les deux parties. Avenant qui définira un nouveau calendrier d'exécution des travaux. Et selon Ricardo Viegas D'Abreu, le chantier devrait en principe s'achever en 2023.

Les travaux avaient été interrompus en 2017, suite à la résiliation du contrat entre le gouvernement angolais et la China International Fund (CIF). Une résiliation due à des défaillances opérationnelles observées principalement sur les terminaux et sur les différentes pistes. C'est ce qu'a révélé le ministre à l'issue d'une visite d'un comité de l'Assemblée Nationale. A en croire Ricardo Viegas D'Abreu, le projet requiert quelques corrections. En rappel, la construction du nouvel aéroport international de Luanda a débuté en 2007. Elément central d'un projet baptisé « Aerotropolis de Luanda », le nouvel aéroport sera doté de deux pistes, l'une longue de 4000 mètres et l'autre d'une longueur de 3800 mètres. En construction sur une superficie de 1 324 ha dans la municipalité de Bengo, dans le nord de Luanda, l'aéroport pourra accueillir jusqu'à 15 millions de passagers par an.



### OACI : Le Gabonais Prosper Zo'oMinto'o nommé directeur régional du Bureau Afrique de l'Ouest et Centrale

Prosper Zo'oMinto'o appointed as ICAO regional Director for Central and West Africa

« La Secrétaire générale de l'Organisation de l'aviation civile internationale (OACI) annonce la nomination de M. Prosper Zo'oMinto'o, au poste de Directeur régional, du Bureau Afrique occidentale et centrale. » C'est en substance ce qu'on peut lire depuis ce mardi 23 juillet 2019 sur le site de l'Agence nationale de l'aviation civile (ANAC) du Gabon. Une fois installé, le Gabonais remplacera le Gambien Mam Sait Jallow, en poste depuis 2011. Il est actuellement directeur régional adjoint du bureau Afrique occidentale et centrale de l'OACI.

Tout comme son prédécesseur, Prosper Zo'oMinto'o est un ancien de la maison. Il a auparavant occupé les fonctions de directeur régional adjoint, du bureau Afrique orientale et australe de l'OACI, et de directeur régional adjoint, de la sécurité, des opérations et des infrastructures de l'IATA (International air transport association), région Afrique-Océan Indien.



Titulaire d'une maîtrise en ingénierie et en techniques apparentées, Prosper Zo'oMinto'o a passé une trentaine d'années dans l'aviation civile. Une expérience qu'il devra mettre au service de la promotion des politiques de l'OACI, des normes et pratiques recommandées de l'institution. Il devra également assurer une étroite collaboration avec les États d'accréditation, les organisations appropriées, et les organismes régionaux de l'aviation civile. Prosper Zo'oMinto'o parle couramment en français et en anglais.

### Namibie: 17 millions de dollars décaissés pour la rénovation de l'aéroport international de Windhoek

Namibia :\$17 million to upgrade Windhoek int'l airport

Les travaux de rénovation et d'agrandissement de l'aéroport international Hosea Kutako débuteront la semaine prochaine. Leaked Hangala, le président du conseil d'administration de la Namibia Airports Company (NAC), vient de rendre public le rapport y relatif.

Situé à Windhoek, le plus grand aéroport de Namibie devrait bénéficier d'une enveloppe de 17,1 millions de dollars. Lequel budget sera financé par la NAC (6,5 millions USD) et l'Etat namibien (10,5 millions USD).

La mise à niveau comprendra une augmentation du nombre de comptoirs d'enregistrement. L'aéroport en aura désormais dix-huit au total. On aura également cinq kiosques d'enregistrement en libre-service, et une augmentation du nombre de points de contrôle de sécurité des départs de trois à cinq.

Selon Netumbo Nandi-Ndaitwah, la vice premier ministre, « Il est important que le gouvernement crée un environnement favorable pour que le transport aérien profite de la croissance projetée par le Conseil international des aéroports, qui estime que les économies émergentes et en développement représenteront plus de 60% du trafic total de passagers à l'horizon 2040 ».

Construit en 1985, avec une capacité d'accueil de 250 000 passagers par an, l'aéroport international Hosea Kutako devrait afficher une autre allure d'ici la fin septembre 2020.



### ASQ AWARD: L'aéroport international d'Abidjan au palmarès des meilleurs aéroports du monde

Abidjan int'l airport rated most improved award in Africa

Infrastructures modernes, procédures d'enregistrement rapides, sécurité renforcée, accueil chaleureux, service d'assistance attentionnée, environnement aéroportuaire propre... L'Aéroport international Félix Houphouët Boigny d'Abidjan (AERIA) en Côte d'Ivoire aura fait sensations fortes aux yeux des touristes et voyageurs au cours de l'année 2018. La plateforme a été a été consacrée meilleur Aéroport en matière d'amélioration de qualité de service en 2018 pour la région Afrique, selon le classement du programme de qualité de service aéroportuaire (ASQ) du Conseil international des Aéroports (ACI Monde). Le prix a été remis à son directeur général, Gilles Darriau, la semaine dernière, au cours du sommet mondial sur l'expérience client qui s'est tenu du 02 au 05 septembre 2019 à Bali (Indonésie).

Cette nouvelle distinction remportée par AERIA, reconnaît les efforts continus déployés par son Directeur Général et l'ensemble du personnel, sous l'égide du Président du Conseil d'Administration, le Général Abdoulaye COULIBALY.

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## CWT Corporate Travel Brand Launch: Business Travel Management Limited unveils new Travel Management brand in Lagos.

Business Travel Management Ltd. (BTM) is proud to announce the partnership with CWT (formerly Carlson Wagonlit Travel), the business-to-business-for-employees (B2B4E) travel management platform. Operating under the CWT brand in Nigeria, the company aims to elevate the standard of travel management in the region and, by partnering with a global B2B4E travel management platform, BTM will bring further focus and cohesion to positively impact the continent, enhancing value and service delivery levels.

Business Travel Management Ltd.'s (BTM) Predecessor travel management company started in 1979. In 1998, it joined a global travel group which evolved in 2006 to specialize in corporate travel and pushed the envelope for Managed Travel in the region. Business Travel Management Limited (BTM) has earned a reputation as a 'one stop shop' for everything travel related. Our core focus and strength being the provision of excellent corporate travel services to our clients, for over 20 years of being in existence. BTM has been an ISO certified company since 2008.

Our Management team consists of the most experienced travel professionals, especially as BTM is a member of the GHI Assets Group of companies (airline representatives and travel management specialists). The travel business is now in its third generation with a staff strength of close to 200. BTM has operations in Nigeria and Angola.

Benefits derived from representing the CWT brand in Nigeria include BTM's

ability to now deliver a global standard of service, travel technology and efficiencies, locally. The company continues to be the pace setter for Travel technology in the region. BTM will now have the ability to provide enhanced customer advice and services without compromising on ethics. We will continue to operate in a developing market and improving industry standards with the support of a Globally Dominant Partner with sustainable business methodology.

"Nigeria has a rich cultural and economic heritage, especially in natural resources, and corporate travel is a key facilitator of industry here. With BTM, we would like to build on our long standing reputation for successful travel delivery in the country, and want our brand to be as synonymous with corporate travel as Zuma Rock is with Nigeria," said Francisco Nunez, CWT's Vice President of Global Partners Network.

"Business Travel Management Limited is proud to Partner with CWT. There have been some very exciting changes within the global company that we are looking forward to being a part of. Our company has operated in the Managed Travel space for almost forty Years as a TMC (Travel Management Company). This is what we do best, efficient service delivery, innovative ideas and cutting edge travel technology," says Lola Adefope, Managing Director of CWT in Nigeria (owned and operated by Business Travel Management Limited).

"The evolution of the travel industry is inevitable. With technology underpinning everyday life, it is obvious that corporate travellers are going to want the same efficiencies in their Travel Programme that

they get in their every day life. Partnering with CWT in Nigeria allows our company to bring new travel technology and ideas to the table. This partnership allows Business Travel Management Limited to remain at the forefront of Travel Technology in the region" says Olufemi Adefope, Company Founder & Chairman of Business Travel Management Ltd.

Amongst the long-term goals of the partnership between BTM and CWT is for Business Travel Management Ltd to encourage Corporate Brands in Nigeria to improve the efficiency of their travel programme and experience truly professional, open and honest travel services.

At an elaborate corporate event at the Civic Centre in Lagos on September 10th, 2019, the CWT brand will officially be launched as being operated by Business Travel Management Limited in Nigeria.

After a welcome evening cocktail, and delightful entertainment, the "Who's Who" of Nigeria's travel industry and corporate brands will sit to dine, celebrate and learn about evolution of service delivery in the corporate travel space and the new look and products from CWT.

The brand launch is be sponsored by BTM partners; Africa World Airlines Air Cote d'Ivoire, Amadeus, British Airways, Delta Air Lines, KLM Royal Dutch Airlines, Air France, Emirates, Kenya Airways, Lufthansa, Radisson Blu, RwandAir Limited, South African Airways & Virgin Atlantic.

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Business Travel Management Limited is a comprehensive, personal, and high-quality travel management service. We use our vast pool of experience to carefully review, manage and provide strategic solutions for our clients. Compiling each fragment of your company's complicated travel scope may often seem like a daunting task. Our experts view it as a favourite type of puzzle. Our client team saves you hours of administration and gets you access to exclusive supplier fares, club cards, and much more.

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Michel Colleau Air France with CWT Global reps and Olufemi Adefope



Amadeus technology Nigeria representatives with Yann Gilbert



Olufemi Adefope with Yemane Bisrat MD CWT Ethiopia and wife



Kenya Airways Rep, Air Namibia Rep, Lola Adefope MD BTM with Tony Ukachukwu



Ayo Otuyalo CEO Prime Atlantic with Pastor and Mrs Adefarasin



Ademola Sanya and Country Manager British Airways, Kola Olayinka



It was a one of its kind aircraft themed event as BTM launched an independently owned and operated CWT. It brought together the la crime de la crime of the Nigeria Travel Industry to a night of fine dining, good music and networking. The event marked another chapter in the business of managing travel in Nigeria by BTM.



Taiwo Ghamigboye Shell with Dr Adunola Okupe



Bola Adefope, Olufemi Adefope, CWT Global and FCMB Guests



Business Travel management Representatives



Charles Amieye Brass LNG, Latre Akinnoye PWC, Pedro Ormontuehmen PWC Partner



Randy Buday and wife, DHL



Lola Adefope, MD BTM with Aruna Oshokamele Terrapak MD



IK Osakioduwa and Olufemi Adefope



Mayowa Babatunde Bristow Helicopters with Olufemi Adefope Chairman BTM



Mr and Mrs Sam Cookey



Mr Sam Cookey



Mr & Mrs Arnold Ekpe



Mr Tayo Oginni



Julie Scott, MD CWT Kenya and Tamara Scott



Business Travel Management Limited reps



Frigoglass MD Darren Bennett-Voci



Anita Munesi with Mr and Mrs Wilmott, City Contracting and Alice Katiri RwandAir



Olufemi & Lola Adefope with Pastor and Mrs Adefarasin, Guilding Light Assembly



Trevor Henry, Medview with Afzal Parambil Country Manager Emirates Airlines



US Embassy representatives



Enase Okenedo Dean LBS with Henry of LBS



Nimi Akinkugbe with Lola Adefope, MD BTM



Bola Adefope Director BTM with Fofuysho Alade BTM and Amadeus Technology representatives



Lola Adefope, MD BTM and the event team





# ABDERAHMANE BERTHE

The 51st African Airlines Association (AFRAA) Annual General Assembly (AGA) & Summit is set to take place from 10-12 November 2019, at the kind invitation of Air Mauritius. The aim of the AGA is to bring together industry stakeholders to discuss growth potential through positive synergies in servicing the increasingly complex and demanding market under the theme "Success in an integrated and interconnected Africa". Toni Ukachukwu sat down with the Secretary General Abderahmane Berthe ahead of the AGA to discuss his stewardship.





**AA: What are AFRAA's set objectives?**

**AB:** Since my assumption of office, under the governance of the Executive Committee, we have set the priorities to tackle the various challenges facing African Airlines and the aviation sector in general.

Our strategic objectives and priorities are:

- Safe, secure and reliable air transport;
- Promote the industry best practices to support safe, secure and reliable air transport in Africa
  
- Enhance the visibility, reputation and influence of African Airlines in the global Aviation industry;
  
- Sustainable air transport;
- Advocate for the reduction of costs of air transport services in Africa by reducing taxes, fees and charges.
- Strive for the implementation of cost-effective Human Resource Development
- Lobby for market access to increase revenues and enhance connectivity for the aviation sector in Africa.
  
- Cooperation
- Undertake the implementation of joint initiatives aimed at reducing operating costs for airlines, increasing revenues and market share.
- Facilitate and encourage partnership among African airlines.
  
- Data intelligence
- Become a hub for data, intelligence and expertise on the African Aviation Industry.

Our new vision is "a sustainable, interconnected and affordable Air Transport industry in Africa where African Airlines become key players and drivers to African economic development."

**AA: Since becoming the Sec. Gen. What has been AFRAA's achievements?**

**AB:** I was appointed on 14th November 2017 at the 49th AFRAA Annual

General Assembly held in Kigali, Rwanda and effectively took office from 1st January 2018. I am privileged and honoured to head this association. My mandate is to add value for AFRAA member airlines. Since one (1) year, under my leadership, there have been some changes to position AFRAA as the voice of African airlines. I would like to see AFRAA leading the airline industry in Africa to attain our vision. The new strategic objectives are aimed to handle the challenges faced by the industry.

To achieve our objectives, we have launched new value adding projects in areas like training, distribution, aeropolitical, technical and operations. During our next General Assembly in Mauritius scheduled to take place from 10-12th November 2019, we will launch an Aviation Consulting Unit to assist our members in various areas of expertise.

We perform our actions under 3 main pillars:

- Advocacy and lobbying toward stakeholders and decision makers
- Cooperation and joint project to reduce cost and increase revenues of our members

“ **African Airlines are facing many challenges. The mains are high cost of operation, market access restrictions, poor governance and leadership. Through advocacy and joint projects, we aim to create a conducive environment for our members. Through leadership training our objective is to improve the efficiency of airlines management.** ”



- Data and statistics warehouse and studies related to African aviation.

**AA: What is AFRAA's role in SAATM and AFCFTA?**

**AB:** The Single African Air Transport Market (SAATM) was launched in Addis Ababa in January 2018 by the African Union. SAATM is the full liberalization of

intra-African air transport services. It aims to lift any restriction on:

- Market access
- Capacity
- Frequency
- Tariffs

AFRAA works with other stakeholders like the African Civil Aviation Commission to build capacity and awareness on SAATM benefits among

its member airlines. AFRAA, as a member of the Monitoring Body of the Yamoussoukro Decision (YD), will continue to play an active role on the follow up and implementation of SAATM. As at September 2019, twenty-nine (29) States have signed the SAATM solemn commitment.

In representing our members' interests, AFRAA is also providing inputs on

SAATM regulatory texts and applicability in Africa, for example, inputs on consumer protection and competition issues which need to be addressed. There is need to listen to take into account the reservations from all stakeholders for successful implementation of SAATM, especially reservations from airlines on the joining of SAATM.





SAATM implementation is a continuous process and would take the time necessary to bring everybody aboard. In other regions of the world this process took ten and even more years.

As AFRAA, we don't have a direct role in AfCFTA (African Common Free Trade Area). We support the three (3) flagship projects of the AUC (African Union Commission) namely: SAATM, AfCFTA and Free Protocol of movement. These projects are critical for the growth of air transport in Africa:

- SAATM will improve connectivity;
- AfCFTA will increase trade between African countries;
- Free Protocol will facilitate the movement of people and goods within the African continent.

**AA: How has membership of African carriers in AFRAA contributed to the achievement of opens skies?**

**AB:** AFRAA has been promoting SAATM among its members whose common position is in support of careful and effective implementation of SAATM. The African continent is very big. One Airline cannot give the level of connectivity needed to interconnect all African countries. Also, we need sustainable airlines operating under open sky.

The cooperation among airlines will be critical for the success of open skies. Here comes the contribution of AFRAA to the achievement of open skies because, cooperation and joint projects to reduce costs and increase revenues are part of our strategic objectives.

**AA: How closely is AFRAA working with African States to ensure that state owned airlines have interline agreements to foster intra Africa trade and grow tourism?**

“  
**The issue of gender disparity in the professional world is one that is regrettably common, and the aviation industry is not an exception. While it is commendable that women worldwide are closing the gap in critical areas such as health and education, there is much more to be done to bring more women into the airline workforce especially in technical roles.**  
 ”

**AB:** AFRAA is working with its member airlines on the matter of enhancement of commercial agreements through interline agreements, codeshare, Special Pro-rate Agreements (SPAs) and other forms of commercial arrangements. Such commercial issues are handled at airline level.

AFRAA created in 2014, a Route and Network Coordination Committee with the objective of enhancing commercial cooperation among airlines, scheduling coordination, ensuring realignment and expansion of airline networks through commercial agreements to enable Airlines to grow traffic and increase revenues at minimal cost. Since the launch of this committee, 11 codeshares, 15 Special Prorate agreements, and 20 interline agreements have been signed to date among the participating airlines. These agreements have contributed to improve connectivity, trade and tourism.





**AA:** How is AFRAA making sure that there is a fair playing field for both Big carriers that are members of AFRAA and small carriers that want to make a name for themselves?

**AB:** Open skies should not mean anarchy. There is an Executing Agency for the implementation of SAATM and a regulatory framework on:

- Powers and functions of the Executing Agency
- Competition rules
- Consumers protection rules
- Dispute settlement mechanism

Some small airlines are expressing concerns to be swallowed by bigger airlines. The African continent is large, and we need both small and big airlines to attain a good level of connectivity. As we need to listen to the concerns of some airlines and states, we also encourage airlines to cooperate for their interest.

Hand in hand with open skies, there is need to develop well-structured hubs within Africa that fully exploit the geographic location of the airports across a number of relatively small traffic flows that cannot on a stand-alone basis support direct services. Through these hubs, and through collaboration among themselves, airlines can build connectivity and feed, de-feed to partner airlines, and improve sustainability of airline operations in a liberalised environment.

**AA:** What role is AFRAA playing in gender equality in a male dominated Aviation sector?

**AB:** The issue of gender disparity in the professional world is one that is regrettably common, and the aviation industry is not an exception. While it is commendable that women worldwide are closing the gap in critical areas such as health and education, there is much more to be done to bring more women into the airline workforce especially in technical roles.

“ **In representing our members’ interests, AFRAA is also providing inputs on SAATM regulatory texts and applicability in Africa for example inputs on consumer protection and competition issues which need to be addressed.** ”

Statistics show that almost 80% of flight attendants are female, but barely five per-cent of pilots are women with the proportion of women in technical roles or leadership positions in aviation even lower.

According to a 2018 survey by IATA, globally, women CEOs in aviation represent only 3% compared to 12% of women CEOs in other industries. As the industry continues to grow, it is necessary to attract and retain sufficient numbers of skilled professionals across all levels to contribute to the operation and management of the expanding global transport system. Half of the world’s population is made up of women. However, women are under-represented at top leadership roles and highly specialized disciplines. In aviation, the airline industry worldwide has classically been a men’s club at the top with very few women holding leadership positions.

Recognizing the importance of the issue, AFRAA’s 50th Annual General Assembly called upon the global aviation sector in Africa to analyse existing barriers for gender equity in aviation and share best practices, programmes and initiatives aimed at overcoming these barriers.

We will continue our efforts to encourage the African aviation industry and key stakeholders across the

continent to identify existing barriers for gender equity and mobilize to implement concrete actions which can be taken to accelerate gender equity and further progress in this area.

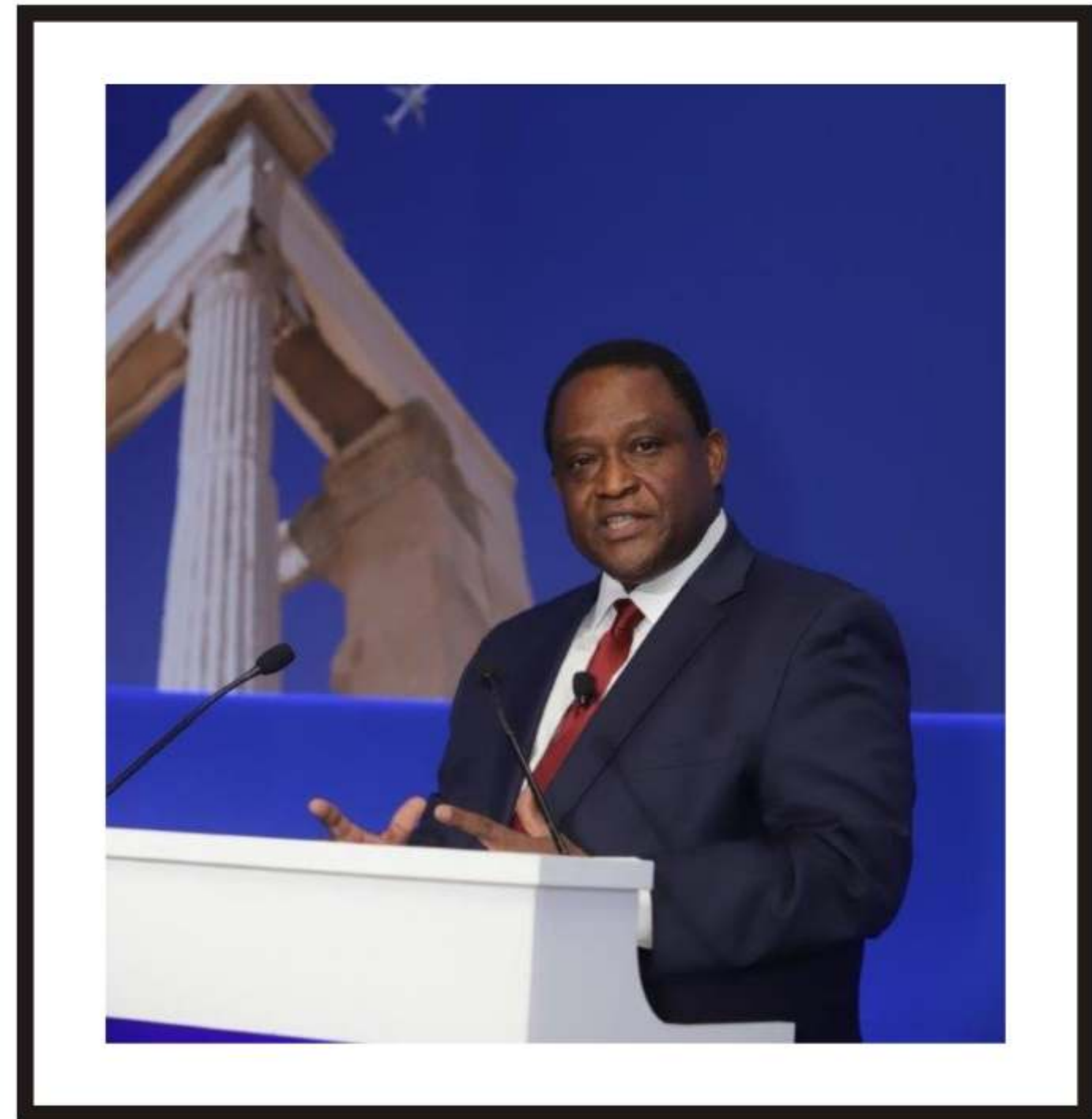
**AA:** A lot of African airlines go burst. What is AFRAA doing to make sure that there is corporate governance amongst its members, and what role it plays to make sure its members have a healthy financial book.

**AB:** African Airlines are facing many challenges. The mains are high cost of operation, market access restrictions, poor governance and leadership. Through advocacy and joint projects, we aim to create a conducive environment for our members. Through leadership training our objective is to improve the efficiency of airlines management. We will launch an AFRAA aviation consulting unit aimed to assist our airlines in various areas of expertise so as to improve their financial books.

**AA:** What programs does AFRAA have to inspire and engage the next generation of Aviators?

**AB:** Africa represents the last frontier for aviation development. In fact, the continent has the most potential for aviation growth since the demand for air travel is projected to double in the coming decades. At the moment, a critical concern for the industry is how to ensure a pipeline of skilled professionals who will help grow the sector and drive the industry towards profitability.

It is not possible to envisage the growth of aviation sector without the youth population. The needs for human resources are huge. 60% of Africans are younger than 25 while 41% are under the age of 15. By 2050, Africa’s youth population is expected to reach 840 million, an increase of nearly 50%. Airlines and aviation stakeholders need to prioritize the development of youth in their sustainability and growth strategies.



The needs of the African aviation industry are tremendous; figures indicate the continent will need an additional 29,000 pilots, 28000 new technicians and 29000 cabin crew in the next 20 years.

The shortage of skilled personnel is alarming as a large contingent of the current aviation workforce is set to retire. Brain drain from the search for

better salaries, the high cost of aviation training and a lack of awareness of aviation careers are other factors that lead to the human capacity problem. Recognizing the importance of the issue, AFRAA’s 50th Annual General Assembly called upon member Airlines to prioritize youth development through their actions and put in place necessary programmes to bring this about.

Young people of Africa have already shown their ability to adopt innovations coming from other parts of the world. As air transport becomes more knowledge-based and transformed by new technologies, young Africans have the opportunity to join an industry at the cusp of a growth revolution.





# ABDERAHMANE BERTHE

La 51ème Assemblée générale annuelle (AGA) et le Sommet de l'Association des compagnies aériennes africaines (AFRAA) se dérouleront du 10 au 12 novembre 2019, à l'aimable invitation d'Air Mauritius. L'AGA a pour objectif de réunir les acteurs de l'industrie afin de discuter du potentiel de croissance grâce à des synergies positives permettant de desservir un marché de plus en plus complexe et exigeant sous le thème «Le succès dans une Afrique intégrée et interconnectée». Toni Ukachukwu s'est entretenu avec le Secrétaire général, Abderahmane Berthe, avant l'AGA pour discuter de sa gestion

*French Translation by Romuald Ngueyap*





**AA: Quels sont les objectifs de l'AFRAA?**

**AB:** Depuis ma prise de fonction, sous la direction du Comité exécutif, nous avons défini des priorités pour relever les différents défis auxquels sont confrontées les compagnies aériennes africaines et le secteur de l'aviation en général.

Nos objectifs et priorités stratégiques se déclinent comme suit:

- Transport aérien sûr, sécurisé et fiable;
- Promouvoir les meilleures pratiques de l'industrie afin de soutenir un transport aérien sûr, sécurisé et fiable en Afrique.

- Renforcer la visibilité, la réputation et l'influence des transporteurs africains dans le secteur mondial de l'aviation;

- Transport aérien durable;
- Plaider pour la baisse des coûts des services de transport aérien en Afrique en réduisant les taxes et les redevances
- S'efforcer à mettre en œuvre un développement rentable des ressources humaines
- Faire le lobbying pour un accès au marché afin d'augmenter les revenus et d'améliorer la connectivité aérienne en Afrique.

- Coopération
- Entreprendre la mise en œuvre d'initiatives communes visant à réduire les coûts d'exploitation des compagnies aériennes, à augmenter les revenus et les parts de marché.
- Faciliter et encourager le partenariat entre les compagnies aériennes africaines.

- Data intelligence
- Devenir une plaque tournante pour les données, l'intelligence et l'expertise sur l'industrie aéronautique africaine.

Notre nouvelle vision est : « un secteur du transport aérien durable, interconnecté et abordable en Afrique, où les transporteurs africains deviennent les acteurs et les moteurs clés du développement économique du continent ».

**AA: Depuis que vous êtes à la tête de l'AFRAA, quelles sont les réalisations de l'Association?**

**AB:** J'ai été nommé le 14 novembre 2017 lors de la 49ème assemblée générale annuelle de l'AFRAA à Kigali, au Rwanda. Ma prise de fonction a été effective à compter du 1er janvier 2018. J'ai le privilège et l'honneur de diriger cette association.

Mon mandat est d'ajouter une plus-value aux compagnies aériennes membres d'AFRAA. Depuis un (1) an, sous ma direction, il y a eu quelques changements pour positionner l'AFRAA en tant que porte étendard des compagnies aériennes africaines. J'aimerais que l'AFRAA soit à la tête de l'industrie du transport aérien en Afrique pour réaliser notre vision.

Les nouveaux objectifs stratégiques visent à relever les défis auxquels le secteur est confronté. Pour les atteindre, nous avons lancé de nouveaux projets à valeur ajoutée dans des domaines tels que la formation, la distribution, l'aéropolitique et les opérations. Lors de notre prochaine Assemblée Générale qui se tiendra à Maurice du 10 au 12 novembre 2019, nous lancerons une unité de conseil en aviation pour assister nos membres dans divers domaines d'expertise.

Nos actions s'appuient sur 3 piliers principaux:

- Plaidoyer et lobbying auprès des parties prenantes et des décideurs
- Coopération et projet commun pour réduire les coûts et augmenter les revenus de nos membres
- Compilation de données et statistiques, et études relatives à l'aviation africaine

**AA: Quel est le rôle de l'AFRAA dans le MUTAA et la zone de libre-échange continentale africaine (ZLECA)?**

**AB:** Le Marché Unique des Transports Aériens en Afrique (MUTAA) a été lancé à Addis-Abeba en janvier 2018 par l'Union Africaine.



“ **Les compagnies africaines font face à de nombreux défis. Les principaux coûts sont les coûts d'exploitation élevés, les restrictions à l'accès au marché, la mauvaise gouvernance et le faible leadership. Par le biais du plaidoyer et des projets communs, nous visons à créer un environnement favorable pour nos membres. Grâce à la formation en leadership, notre objectif est d'améliorer l'efficacité de la gestion des compagnies aériennes.** ”

Le MUTAA est la libéralisation complète des services de transport aérien intra-africain. Il vise à lever toutes les restrictions sur:

- L'accès au marché
- La capacité
- La fréquence
- Les tarifs

L'AFRAA travaille avec d'autres parties prenantes telles que la Commission

africaine de l'aviation civile (CAFAC) pour renforcer les capacités et sensibiliser les compagnies aériennes membres aux avantages du MUTAA.

L'AFRAA, en tant que membre de l'organe de surveillance de la décision de Yamoussoukro (YD), continuera à jouer un rôle actif dans le suivi et la mise en œuvre du MUTAA. En septembre 2019, vingt-neuf (29) États

avaient signé l'engagement solennel d'adhésion au MUTAA.

En tant que représentant des intérêts de nos membres, l'AFRAA fournit également des informations sur les textes réglementaires du MUTAA et leur applicabilité en Afrique, par exemple des informations sur la protection des consommateurs et les questions de concurrence qu'il convient de traiter.





Pour une mise en œuvre réussie du MUTAA, il faut écouter pour prendre en compte les réserves de toutes les parties prenantes, en particulier celles des compagnies aériennes.

Son implémentation est un processus continu qui prendra le temps nécessaire pour amener tout le monde à bord. Dans d'autres régions du monde, ce processus a pris dix ans, voire plus. L'AFRAA n'a aucun rôle direct dans l'initiative de la zone de libre-échange continentale africaine (ZLECA). Toutefois nous soutenons ces trois (3) projets phares de la Commission de l'Union africaine, à savoir: MUTAA, ZLECA, Protocole de libre circulation.

Ces projets sont essentiels pour la croissance du transport aérien en Afrique:

- Le MUTAA améliorera la connectivité;
- La ZLECA augmentera le commerce entre les pays africains;

- Le Protocole de libre circulation facilitera le déplacement des personnes et des biens à l'intérieur du continent.

**AA:** Comment l'adhésion des compagnies africaines à l'AFRAA a-t-elle contribué à la réalisation de l'Open-sky?

**AB:** L'AFRAA fait la promotion du MUTAA auprès de ses membres, dont la position commune est de soutenir une mise en œuvre prudente et efficace. Le continent africain est très grand. Une compagnie aérienne ne peut pas fournir le niveau de connectivité nécessaire pour interconnecter tous les pays africains. Nous avons également besoin de compagnies aériennes viables opérant dans un ciel libéralisé.

La coopération entre les compagnies aériennes est donc cruciale pour le succès de l'« Open Sky africain ». Ainsi se décline la contribution de l'AFRAA car la coopération et les projets

“

**La question de la disparité entre les sexes dans le monde professionnel est une question malheureusement commune, et le secteur de l'aviation ne fait pas exception. S'il est louable qu'à travers le monde, les femmes réduisent l'écart dans des domaines critiques tels que la santé et l'éducation, il reste encore beaucoup à faire pour intégrer davantage de femmes au sein des compagnies aériennes, notamment dans les postes techniques.**

”

communs visant à réduire les coûts et à augmenter les revenus font partie de nos objectifs stratégiques.

**AA:** Comment l'AFRAA collabore-t-elle avec les États africains pour s'assurer que leurs compagnies aériennes établissent des accords interlignes afin de promouvoir le commerce intra-africain et de développer le tourisme?

**AB:** L'AFRAA collabore avec ses compagnies aériennes membres sur l'amélioration des accords commerciaux au moyen d'accords interlignes, de partages de code, de SPAs (specialprorateagreements) et d'autres formes d'arrangements commerciaux. Ces questions commerciales sont traitées au niveau des compagnies aériennes.

L'AFRAA a créé en 2014 un comité de coordination des routes et réseaux dans le but d'améliorer la coopération





commerciale entre les compagnies aériennes, la coordination des horaires, le réaligement et l'expansion des réseaux de compagnies aériennes par le biais d'accords commerciaux, permettant ainsi d'accroître leur trafic et d'augmenter leurs revenus à un coût minimal.

Depuis le lancement de ce comité, 11 accords de partage de codes, 15 SPA (specialprorate agreement) et 20 accords interlignes ont été signés entre les compagnies aériennes participantes. Ces accords ont contribué à améliorer la connectivité, le commerce et le tourisme.

**AA:** Comment l'AFRAA s'assure-t-elle que les règles du jeu sont équitables pour les grands transporteurs membres de l'AFRAA et les petits transporteurs qui veulent se faire un nom?

**AB:** L'Open Sky n'est pas synonyme d'anarchie. Il existe une agence d'exécution pour la mise en œuvre du MUTAA et un cadre réglementaire concernant:

- Les pouvoirs et fonctions de l'agence d'exécution
- Les règles de compétition
- Les règles de protection des consommateurs
- Les mécanismes de règlement des différends

Certains transporteurs disposant de modestes flottes craignent d'être avalés par les grandes compagnies aériennes. Le continent africain est assez vaste et nous avons besoin aussi de petites compagnies pour atteindre un bon niveau de connectivité. Comme nous devons écouter les préoccupations de certaines compagnies aériennes et de certains États, nous encourageons également les transporteurs à coopérer pour défendre leurs intérêts.

Dans la foulée de l'Open Sky, il est nécessaire de développer des hubs bien structurés en Afrique qui exploitent pleinement la position géographique

“ **En tant que représentant des intérêts de nos membres, l'AFRAA fournit également des informations sur les textes réglementaires du MUTAA et leur applicabilité en Afrique, par exemple des informations sur la protection des consommateurs et les questions de concurrence qu'il convient de traiter.** ”

des aéroports autour d'un nombre de flux de trafic relativement faible qui ne peuvent pas, à eux seuls, soutenir des services directs.

Grâce à ces plateformes et à leur collaboration, les compagnies aériennes peuvent établir une bonne connectivité avec les transporteurs partenaires, améliorant ainsi la viabilité des opérations dans un environnement libéralisé.

**AA:** Quel rôle l'AFRAA joue-t-elle dans la parité des genres un secteur de l'aviation encore dominé par les hommes?

**AB:** La question de la disparité entre les sexes dans le monde professionnel est une question malheureusement commune, et le secteur de l'aviation ne fait pas exception. S'il est louable qu'à travers le monde, les femmes réduisent l'écart dans des domaines critiques tels que la santé et l'éducation, il reste encore beaucoup à faire pour intégrer davantage de femmes au sein des compagnies aériennes, notamment dans les postes techniques.

Les statistiques montrent que près de 80% du personnel de cabine sont des

femmes, mais à peine 5% de pilotes le sont; la proportion de femmes occupant des postes techniques ou des postes de direction dans l'aviation étant encore plus faible.

Selon un sondage réalisé par l'IATA en 2018, les femmes CEOs dans l'aviation ne représentaient que 3% à l'échelle mondiale, contre 12% des femmes CEOs dans les autres secteurs. Au fur et à mesure que l'industrie se développe, il est nécessaire d'attirer et de retenir un nombre suffisant de professionnels qualifiés à tous les niveaux pour contribuer à l'exploitation et à la gestion efficace du système de transport mondial en expansion.

La moitié de la population mondiale est composée de femmes. Cependant, les femmes sont sous-représentées dans les postes de direction et dans les disciplines hautement spécialisées. Reconnaisant l'importance de la question, la 50<sup>ème</sup> assemblée générale annuelle de l'AFRAA a convié l'industrie mondiale de l'aviation en Afrique afin d'analyser les obstacles existants à l'égalité des sexes dans l'aviation et à partager les meilleures pratiques, programmes et initiatives visant à les surmonter.

Nous poursuivons nos efforts pour encourager l'industrie aéronautique africaine et les principales parties prenantes du continent à identifier les barrières existantes et à se mobiliser pour mettre en œuvre des actions concrètes qui peuvent être prises pour accélérer la parité des genres dans notre domaine.

**AA:** Beaucoup de compagnies aériennes africaines font faillite. Que fait AFRAA pour s'assurer qu'il y a une bonne gouvernance d'entreprise parmi ses membres et quel rôle joue-t-elle pour s'assurer que ses membres disposent d'une bonne santé financière?

**AB:** Les compagnies africaines font face à de nombreux défis. Les principaux coûts sont les coûts d'exploitation



élevés, les restrictions à l'accès au marché, la mauvaise gouvernance et le faible leadership.

Par le biais du plaidoyer et des projets communs, nous visons à créer un environnement favorable pour nos membres. Grâce à la formation en leadership, notre objectif est d'améliorer l'efficacité de la gestion des compagnies aériennes. Nous allons lancer une unité de conseil en aviation au sein de l'AFRAA destinée à aider nos compagnies aériennes dans divers domaines d'expertise afin d'améliorer leurs comptes.

**AA:** Quels programmes AFRAA a-t-elle pour inspirer et engager la prochaine génération?

**AB:** L'Afrique représente la dernière frontière pour le développement de l'aviation. En fait c'est sur le continent que le potentiel de croissance de l'aviation est le plus important puisque la demande de transport aérien devrait doubler au cours des prochaines décennies. À l'heure actuelle, l'une des préoccupations majeures de l'industrie est de savoir comment constituer un bassin de professionnels qualifiés qui

contribueront à soutenir la croissance du secteur et le conduire vers la rentabilité.

Il n'est pas possible d'envisager la croissance du secteur de l'aviation sans la jeunesse. Les besoins en ressources humaines sont énormes. 60% des Africains ont moins de 25 ans et 41% moins de 15 ans. D'ici 2050, la population de jeunes Africains devrait atteindre 840 millions, soit une augmentation de près de 50%. Les compagnies aériennes et les parties prenantes de l'aviation doivent donner la priorité au développement de la jeunesse dans leurs stratégies de développement durable et de croissance. Les besoins de l'industrie aéronautique africaine sont énormes; les chiffres indiquent que le continent aura besoin de 29 000 pilotes supplémentaires, de 28 000 nouveaux techniciens et de 29 000 membres d'équipage de cabine au cours des 20 prochaines années.

La pénurie de personnel qualifié est alarmante dans la mesure où une grande partie de la main-d'œuvre actuelle de l'aviation est sur le point de prendre sa retraite. La fuite des cerveaux à la recherche de meilleurs salaires, le coût élevé des formations en aviation sur le continent et la méconnaissance des carrières dans le secteur sont d'autres facteurs à l'origine du problème de ressources humaines.

Consciente de l'importance de la question, la 50<sup>ème</sup> assemblée générale annuelle de l'AFRAA a appelé les compagnies aériennes membres à donner la priorité au développement de la jeunesse par le biais de leurs actions et à mettre en place les programmes nécessaires pour y parvenir.

Les jeunes d'Afrique ont déjà démontré leur capacité à adopter des innovations provenant d'autres régions du monde. Alors que le transport aérien devient de plus en plus axé sur les nouvelles technologies, les jeunes Africains ont l'opportunité de rejoindre une industrie à l'aube d'une révolution de croissance.





# Climate Change:

## Airlines must do more to shrink Carbon Emissions

By Jennifer Nagu

It is no news that air travel contributes significantly to global warming. Research shows that air travel accounts for two percent of the world's yearly carbon emissions and Aviation's contribution to climate change are projected to almost triple by 2050 if no action is taken. As a solution to the climate change problem, aviation entities have been advised to look to flying more efficient aircraft, using sustainable lower carbon fuel alternatives and investing in emission

offsets within and outside the aviation sector. Also, aerospace organizations are keenly looking to create new technologies to reduce flight paths and limit flight delays. However, these measures may take too long and may require huge capital investments. So, until then, airlines are focusing on simple measures like reducing weight, carrying more passengers, reducing distances through air traffic control and investing in carbon offsetting schemes.

### Aviation and Carbon Offsetting measures

Carbon offsets help airlines to balance up the environmental pollution. Here, passengers are allowed to pay extra towards climate causes embarked upon by individual airlines.

Many organizations invest heavily in projects that help reduce CO2 emissions. Aviation entities likewise are working to reduce their carbon footprints and according to the CEO of

nonprofit organization Sustainable Travel international, Paloma Zapata, "Carbon offsets programs do make a difference".

### Major Airlines do not offer a Carbon Offsetting program

Interestingly, research shows that about half of the world's biggest airlines do not have a carbon offsetting program. An International nonprofit NRDC (Natural resources defense council) in its recent scorecard, rated major airlines according to their commitments to the climate change; and just a few airlines like Air France, Jet Blue, and United, were ranked as "leading airlines" with the most allegiance to the climate change cause. While, airlines like Air China, China Southern, Korean Air, Singapore Airlines and Turkish Airlines, had the weakest plans to cut carbon emissions. Overall, a report by the London School of Economics showed that EasyJet is the best airline in the world for carbon neutrality.

A May 2019 research by the BBC on aviation Carbon offset schemes, provided detailed information on how less than half of the world's big carriers do not have a carbon offset program.

- **British Airways** does not run a carbon offsetting scheme. Instead, it allows customers to contribute towards carbon reduction and community projects
- **Lufthansa** offers a carbon offsetting scheme, but uptake from passengers is less than 1%. Following the BBC's inquiry, the company said it would now make the offer more visible to customers during the booking process

- **Ryanair** does offer a carbon offsetting scheme, but the company refused to disclose the uptake by passengers

- **American Airlines**, the world's biggest airline, does not offer an offset scheme. The company says it has taken "many meaningful steps to reduce fuel consumption and CO2 emissions", including buying new, more fuel-efficient planes

- **Emirates** does not offer a scheme but will be participating in an international carbon offset scheme from 2021

- **Qantas** bucked the trend with 10% of passengers opting to offset

### Pressure from Climate Activists and Non-profits

Most recently an Aer Lingus flight to Dublin was boycotted by Climate change activists; while operations at the London city airport were disrupted due to protests by activists and nonprofits seeking joint action on climate change.

Also, Teen Climate change Activist Greta Thunberg's call for immediate action on climate change was most resounding at the UN General Assembly in September. While activists try to raise awareness on the dangers of CO2 they have also resulted in seeking alternative options to commercial aviation. Thunberg, for instance, embarked on a 2-week journey to the UN in New York; simply to draw attention on alternative and clean means of transportation.

According to Zapata, these protests are effective because airlines are motivated by two things; regulatory bodies that are moving to cap emissions and require greater offsets, and consumers' growing awareness of and concern for environmental issues.

### ICAO and IATA's commitment to greener air travel

In 2016, the International civil aviation organization introduced CORSIA; a mandatory Offsetting and Reduction Schemed for International Aviation. It was introduced to ensure all flights after the year 2020 is carbon neutral. To comply with that agreement, airlines will, among other things, need to purchase emission offsets to compensate for any increase in their emissions from 2020 on.

The International Air transport Association likewise, released additional climate change measures for the airline industry as well. It has asked for an average improvement in fuel efficiency

of 1.5 percent per year from 2009 to 2020, and a net reduction in aviation CO2 emissions of 50 percent by 2050, relative to 2005 levels.

### African Airlines must join in

Whilst the push for open borders and the implementation of the open sky agreement is very much at the fore of the African aviation agenda; individual airlines must seek to inculcate environmentally friendly measures in their day to day operations. Airlines like Ethiopian and South African airways have shown a commitment to work towards a greener air travel, but more work has to be done. Ethiopian Airlines as far back as 2008 unveiled their fly greener campaign as part of a carbon offset plan, geared towards planting trees all over Africa. By 2019, the total number of tree samplings planted had amounted to 7.5million. SAA on the other hand in collaboration with subsidiary low cost carrier Mango, flew Africa's first biofuel powered passenger on July 15. The biofuel was produced from a nicotine-free tobacco plant called Solaris. A combined 300 passengers were flown on separate SAA and Mango flights from Johannesburg to Cape Town on Boeing 737-800s using a blend of 30% aviation biofuel. The biofuel is produced from a nicotine-free tobacco plant called Solaris created by the South African arm of Italian.

Africa's current commercial aircraft fleet consists of 1,700 aircraft, according to CAPA Fleet Database. There are only 257 aircraft on order from African airlines.

Not surprisingly, Ethiopian has the largest order book, accounting for 52 (20%) of the 257 firm orders. The fleet size of the entire aircraft in Africa may not amount to half the number around the world; this makes African commercial air travel small.

However with the world becoming increasingly impatient with Aviation and its effect on the climate as a whole, African airlines must take action and stand side by side global carriers in ensuring greener air travel.



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- Betty Radler CEO Kenya Tourism Board





# The Beam of Hope for Kenya's Tourism

By Cosmas Udechukwu

With a population of over 52.2 million people and a total area of about 580,367 square kilometers, Kenya has over the years carved for itself a niche as one of the world's top tourist destinations.

In 2016, Kenya was voted one of the best destinations in Africa at the World Travel Awards and was also declared one of the "top and upcoming" must-visit locations in the world in 2017.

One cannot help but marvel at the country's pristine beaches, diverse wildlife, scenic landscape, ideal weather conditions and unique indigenous cultural heritage. It is a beautiful place with beaches on one side and a Safari environment on the other, with a kind and welcoming people. From it's Aberdare National Park, Amboseli National Park, Shaba Game Reserve to its Chyulu Hills National Park, amongst others, Kenya continues to marvel its tourist visitors all around the world. The Kenyan government has made significant strides in channeling tourism as a tool for economic growth and alleviating poverty.

In 2018, According to reports from the World Travel and Tourism Council (WTTC), Travel and Tourism grew by 5.6% to contribute kshs 790 billion and 1.1 million jobs to the Kenyan economy.

This rate of growth is faster than the global average of 3.9% and the Sub-Saharan African average of 3.30%. This makes Kenya the third largest tourism economy in Sub-Saharan African after South Africa and Nigeria, both of which grew substantially less than Kenya in 2018. In total, International tourists spent over kshs 157 billion in Kenya last year, accounting for over 15% of total exports. Last year, tourism arrivals

soared to 2,025,206 up from 1,474,671 in 2017, representing a 37.33% rise.

This also represents a rise in tourism receipts for the year which stood at kshs 157 million up from kshs 119 million the previous year. Domestic tourism posted a rise to record 3,974,243 bed nights up from 3,645,243 the previous year, representing a 9.03% increase. Combined with domestic spending, Travel and Tourism supported 8.8% of the nation's GDP in 2018 and WTTC forecasts that the total contribution of tourism to GDP to rise by 5.1% per annum to kshs 964.2 billion (10.3% of GDP) by 2025.

The Magical Kenya Travel Expo (MKTE) showcased what Kenya has to offer as an up-market, high-value and safe destination offering diverse tourism experiences. The Expo offered an ideal platform for meetings between leading African products and top-producing global buyers. MKTE 2019 welcomed over 210 exhibitors from Africa to meet with over 150 global buyers from 25 of the country's key source markets (an increase on 205 exhibitors in 2018). The International media was also hosted to participate in the Expo. This is a testament to the fact that the Kenyan government sees the value in its tourism and is putting in all effort to see it grow by forming strategic partners and promoting its selling point.

MKTE 2019 ensured that all exhibitors and visitors had a pre-scheduled meeting which enhanced ease of human mobility on the facility as well as the logistics. This reduced confusion on the part of the visitors, which also contributed to reduced congestion on the facility. Each visitor was gifted a map amongst other things to help with the ease of movement on the facility. There were meaningful engaging

seminars each day of the event to help travel business owners learn how to scale their businesses in this digital age. The Kenya tourism board partnered with 3rd party-logistics firm to ensure that an expert was on ground to make things seamless for all stakeholders.

MKTE 2019 introduced some new features which include: a grand Welcome Reception and networking cocktail, the outdoor food village showcasing Kenya's authentic food scene with a modern twist, the outdoor Marquee showing the growth of MKTE this year, and the Student Education Program amongst others.

An overall growth in Kenya's aviation sector has improved ease of travel connectivity from different countries within and outside the continent of Africa which has led to the growth in International tourist arrivals by 37.33%. During a press briefing, The Cabinet Secretary of Tourism and Wildlife - Hon. Najib Balala, mentioned that Kenya received 2,025,206 International tourist arrivals in 2018, and he is projecting that this increases to 5 million by 2030. He also mentioned that the immediate focus of the cabinet is to grow International tourist arrivals from their top source markets which are: the United States, the United Kingdom, Uganda, Italy, Tanzania, China, India, France, Germany and South Africa. Nigeria ranks number 14 on Kenya's Tourism source markets, with over 35,550 visits from Nigerians in 2018.

As a result of these concerted effort made by the Kenyan government at all levels, some positive developments have been recorded in the country propelling Kenya as a choice destination for tourists.

# MKTE 2019 Team Apasio Fam Trip



Elephant Sanctuary



Nairobi National Park



Mombasa Train Terminal



Sunset on Congo River at Ukunda



Tasneem with a Camel in Mombasa



Africa Pool at Ukunda



Hosted Media at Shimba Lodge



Sheldrick Waterfalls at Shimba Game Reserve



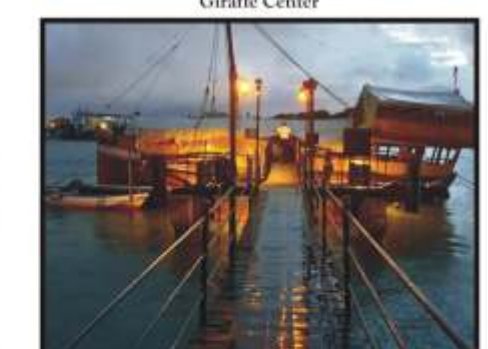
Giraffe Center



Wild life Conservation discussion at Coconut Beach lodge



Shimba Lodge



Tamarind Dhow Cruise

Phot credit for all the Mkte pictures: @mkte @canvasjoburgers @franckoliverkra





# AIRPORTS COUNCIL INTERNATIONAL

The 28th ACI Africa Annual General Assembly & Regional Conference and Exhibition, held from 12 to 18 October 2019 in Accra, the capital of Ghana, and hosted by the Ghana Airports Company Limited.

With its theme, 'Smart Airports of the future, are we ready?', the conference provided all aviation professionals and stakeholders present, an ideal platform to share

their vision and their strategy on innovative technologies to address future capacity demands, seamless passenger journey experience and digital transformation in a sustainable manner at African airports. The conference registered a record number of over 400 participants from all continents, providing a unique opportunity to interact with international experts and share best practices in the aviation industry.









# African State-owned Airlines

By Adiel Mambura

Aviation in some parts of the African continent has been impacted by an unfavorable political landscape for the past few decades. In pre-colonial days, globalization, in particular, was impacted as a result of African cities experiencing minimal globalization in the pre-colonial and national phases, because they were nonexistent or under the control and jurisdiction of anti-globalization nationalist forces. As a result, because of the restricted surplus product owing to the generally small colonial economies, as well as underdeveloped communication and transport facilities, the globalization of African cities in the colonial era was limited.

In the second half of the 20th century, many African countries that had gained their independence deployed their aptitude and resources towards establishing institutions that project their image around the world. In most cases, African airlines with the financial backing of their home governments embarked on ambitious status-seeking expansion programs into Africa, Europe, and Asia. This was to help project its image and signify an emerging and united Africa. Following the disintegration of colonial rule in most parts of Africa, many Independent African countries started establishing policies geared towards reforming government institutions (including airlines) and improving the business environment. This resulted in

the establishment of symbolic airlines that were formed with the aim of improving a country's competitiveness in the face of global competition. To these countries, aviation was seen as a political and social function that broke the isolation of these countries that stemmed from inaccessibility. Even in colonial times, governments established air links across the African continent and provided a platform for the development of air routes that were largely geared towards transporting extracted raw materials to local cities and ports to be transported to Europe. Airlines such as Air Afrique, Cameroon Airlines, Ghana Airways, Nigerian Airways, and Zambia Airways, to name a few collapsed in recent years. These airlines were once regarded as a symbol of national pride. Air Afrique, for example, was seen as a 'shining symbol of Pan-African dreams of unity and model for the region's post-colonial era businesses. One of the biggest reasons that have led to the failure of some state owned African airlines is the increased government interference (ill-defined government mandates) and overstaffing. Furthermore, their failure was not only linked to market share dominance in the global aviation market place but also on having an unskilled management/leadership team. Barkhuizen, Welby-Cooke, Schutte & Stanz (2014) support this view by highlighting that most of the African airlines have emerged at the frontier of the global market, even though evidence suggests that majority are essentially

uncompetitive and lack of a skilled leadership team does not give them any form of competitive advantage.

Many aviation experts have argued that past failures of African airlines were decades in the making despite several unsuccessful attempts made by national governments to generate turnaround plans. Some plans have focused on privatization or options to look for foreign equity partners; however few outside investors are likely to put any significant investments into African airlines ambiguous future. There are other factors such as deregulation that have also had a wide-reaching impact in African regional and domestic markets. The deregulation of the air space during early 1990 led to the collapse of many locally-owned airlines such as African International Airways, African Airline investments, as a result of the entry of new entrants (low-cost carriers) into the market. It is not all doom and gloom, as there have also been some success stories. Successful African airlines such as Ethiopian Airlines are wholly government-owned, however, the airline has traditionally been autonomous from government involvement and has demonstrated extraordinary resilience in overcoming political interference. Ethiopian Airlines has become one of the most successful and profitable airlines in Africa and the airline is run on a strictly commercial basis supported by Ethiopia's growing economy. However, despite Ethiopia being considered one of the fastest-growing



economies in Sub-Saharan Africa its record in promoting socio-economic development is weak and is still considered among the poorest countries in Africa (IMF, 2018).

The African aviation market is forecasted to grow almost 5% a year over the next two decades in terms of passenger numbers, faster than mature markets. Suffice to say, this growth is from a small base and most African state-owned airlines actually lose money. The data reported by the International Air Transport (IATA) supports this assumption, by highlighting that the global aviation industry is on track to make a profit of \$28 billion, whilst African airlines are forecasted to make a combined loss of \$100 million in 2019. Despite the failure of African airlines in the past few years, there is a realization that foreign carriers are beginning to dominate local markets. Non-African airlines such as Emirates and Turkish account for approximately 80% of traffic in and out of the African continent (IATA, 2019).

In response, African Governments are beginning to resurrect some of their failed airlines to take back some of this market share. Some examples include Uganda Airlines that resumed commercial flights on the 27th of August 2019 from Entebbe to Nairobi since it's liquidation in 2001 after years of unprofitability; Zambia Airways (through Zambia's main development agency) has signed a shareholding agreement with Ethiopian Airlines. Zambia will own 55% and Ethiopian 45%. "As shareholders, we have a clear sense of the direction we need to take in order to ensure the fortunes and secure growth of the national airline. We will install a performance-driven culture through strong corporate governance structures and make Zambia Airways commercially viable," says Ethiopian Airlines in a statement.

Furthermore, Ethiopian Airlines has been helping other countries to launch their own carriers in return for a stakeholding share. As a result of some

of these partnerships, this has led to the creation of regional continental hubs in Chad, Malawi, and Togo. This multi-hub strategy is in line with its Vision 2025 strategy to carry and feed traffic to its main hub in Addis Ababa. The strategies being implemented by many African Governments to resurrect, rebrand or start new airlines is commendable. However, some of these countries' chequered history with such initiatives raise more than a few eyebrows.

African countries like Ethiopia and Kenyan Airways, by and large meet the mark internationally, however, countries like Nigeria have struggled to resurrect their airline since 2003 when they stopped operations. Despite being a private airline, Arik Air, being formed in 2006 out of the misfortunes of Nigeria Airways, their survival was short-lived as a result of poor service levels, interference of the owners in day to day running of the airline, poor corporate governance, and a heavy financial debt to name a few.

There is consistency around the sad narratives of African state-owned African airlines that is centered on political interference and corruption. Whether it is Air Zimbabwe, South Africa to mention a few, their troubles are often traced back to mismanagement (included the lack of a skilled leadership team), patronage and fraud. And to repair the damage, the modus operandi is to always cut cost or replace the man at the top.

What is needed to make failing African Airlines, and those being resurrected, a success? There are many strategies needed for any airline to be successful, however, one strategy stands out. Change the modus operandi and choose the right team of skilled aviators who can run the airline without any interference. A solid management team who have the aviation industry experience in commercial planning, aviation maintenance, human resources management, all aspects of operations just to name a few, will be able to map the way forward. It is the right step in the right direction!







Figure 1: Central Terminal Building at OR Tambo International Airport (from: airports.co.za)

# OR Tambo International Airport: The hub of Africa?

By Terren Pandlither and Marcel Langslag

OR Tambo International Airport (ORTIA) is the busiest airport in Africa. Situated in the City of Ekurhuleni, it serves the South African capital of Johannesburg, located approximately 22kms away. With over 21 million passengers per year and direct flights to 64 destinations worldwide, it is one of the continent's main transport nodes. However, as the aviation landscape in Africa changes, so does the role ORTIA plays in it.

## Early days

The airport that is now known as OR Tambo International Airport was opened in 1952 and was originally named Jan Smuts Airport. It replaced Rand Airport, which had served the city of Johannesburg in the early years of South African aviation. A major expansion of the airport began in December 1968, when new hangar facilities were constructed for the brand-new Boeing 747 aircraft purchased by South African Airways (SAA). In addition, workshops, testing facilities, stores, staff

accommodation and air cargo handling were built. Jan Smuts International Airport was an iconic testing facility for the Concorde during 1970s to determine how the aircraft would perform when taking off and landing at high altitude (1694m above mean sea level).

In the 1980s, the United Nations imposed sanctions against the apartheid regime in South Africa, which stopped international flights landing at Jan Smuts International Airport and resulted in SAA flights being refused to fly over most African countries. This forced SAA to fly around these countries which required a specially modified long-range aircraft, the Boeing 747SP. In order for this aircraft to take off, a second runway was built in the late 1980's.

Following the end of apartheid, Jan Smuts International airport was renamed Johannesburg International Airport in 1994. It is one of the nine airports owned and operated by the state-owned Airports Company South Africa (ACSA), which

was established in 1993. In 2006, the aerodrome was renamed OR Tambo International Airport, after anti-apartheid politician and former President of the African National Congress Oliver Reginald Tambo. Since the renaming in 2006, passenger traffic at the airport has grown by approximately 20% to a total of more than 21 million in 2018.

## Growing demand and capacity

Over the years, ORTIA has expanded significantly as ACSA continues to invest in infrastructure development. It has won numerous awards and accolades that are a testament to the quality of facilities and services it offers, including the 2015 Skytrax Best Airport in Africa and 2019 Air Cargo Africa Airport of the Year awards.

In 2004, South Africa was successful in its bid to host the FIFA 2010 Soccer World Cup. This sparked several renovations and expansions at each of ACSA's nine airports to cater for the expected surge in international passengers. ORTIA embarked on a major investment programme that included the R2.3 billion Central Terminal Building (CTB), a R535 million international pier and a R500 million multi-storey parking facility and landside road relocation.

The first phase of the CTB which was opened in September 2008 included some 18,000 m2 of commercial space. In the same year, the Gautrain commuter rail, linking the Johannesburg business district of Sandton to the airport, was completed. The final phase was completed in April 2009, with the CTB inaugurated in April 2010, 3 months before the start of the World Cup.

As the surge in passenger numbers related to the 2010 event subsided, demand continued to increase at a steady pace. More investments were needed to cater for this demand and a R450 million domestic terminal was completed in February 2013. This was part of the R750 million expansion project which included an additional 80,000 m2 of floor space. At present, the airport is in the process of constructing much-needed aircraft parking stands at an estimated cost of R1.5 billion. This forms part of the envisaged Mid-Field development, which includes a new cargo area with a capacity of up to 1 million tons per annum and a completely new terminal building.

On the landside of the airport, state-owned ACSA has partnered with private developers to construct a R4.5 billion commercial precinct that includes hotels, conference facilities, retail, offices and residential space. This ties into the wider airport-related developments envisaged in the Ekurhuleni Aerotropolis masterplan. The aim of this ambitious project is to ensure the cities of Ekurhuleni, Johannesburg and Pretoria are connected to the world and positioned for growth that will boost the South African economy.

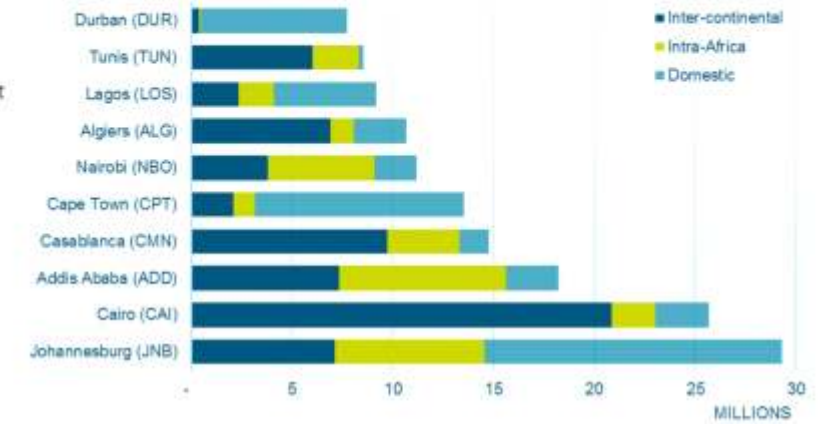


Figure 2: Turnkey seat capacity at Africa's ten largest airports in 2019 (from: Diao Mi)

## Passenger flows

ORTIA continues to invest in infrastructure to ensure it has the capacity to accommodate future growth. In light of South Africa's disappointing economic performance during the last decade, this begs the question: where will this growth come from? South Africa is the largest aviation market in Africa, representing more than a quarter of all passenger traffic on the continent. Johannesburg has often been seen as the business hub of Africa, but could ORTIA also be considered the air transport hub of the continent?

As Figure 2 illustrates, the traffic profiles of Africa's top 10 airports are quite different, reflecting their geographic location and natural source markets. Cairo in Egypt and Casablanca in Morocco have large inter-continental networks but limited intra-Africa and domestic flights. Both Addis Ababa in Ethiopia and Johannesburg distribute inter-continental passengers throughout Africa, while Johannesburg also serves a big domestic market. Traffic in this domestic market is dominated by the 'Golden Triangle' of Johannesburg, Cape Town and Durban.

The distribution of inter-continental traffic amongst the largest airports gives a good indication of where Africa's main entry and exit points are. As shown in the chart below, traffic to and from Africa is highly concentrated, with the four largest airports representing 68% of all inter-continental seat

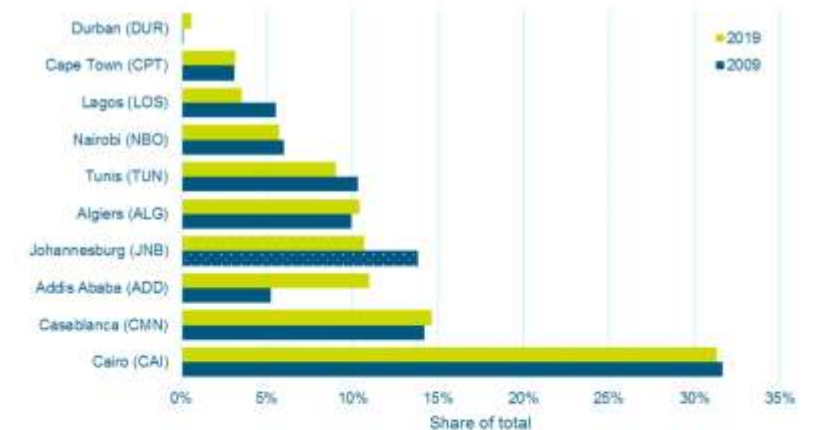


Figure 3: Distribution of inter-continental turnkey seat capacity at Africa's 10 largest airports in 2009 and 2019 (from: Diao Mi)



capacity. Cairo and Casablanca lead the way with their frequent services to Europe and the Middle East. Ten years ago, Johannesburg was the third biggest inter-continental airport, but it has since been overtaken by Addis Ababa. Although it has the highest share of inter-continental traffic, Cairo International Airport does not have a particularly extensive intra-Africa network; its two-way seat capacity is limited to 2.1 million. With a capacity of 8.3 million seats, Addis Ababa is ahead of Johannesburg (with 7.4 million), Nairobi (5.4 million) and Casablanca (with 3.6 million). Figure 4 illustrates the impressive growth in intra-Africa connectivity that was driven by Ethiopian Airlines. Addis Ababa Bole International airport leapt from fourth place in 2009 to be the undisputed leader in 2019. This data suggests that Addis Ababa is emerging as the African hub, at the expense of Johannesburg.

Looking at air traffic on a regional level, North Africa is the largest with more than 82 million passengers in 2018, followed by Southern Africa with more than 53 million. However, East and West Africa (with around 32 and 29 million passengers respectively) are catching up fast with significantly higher growth rates over the past decade, as

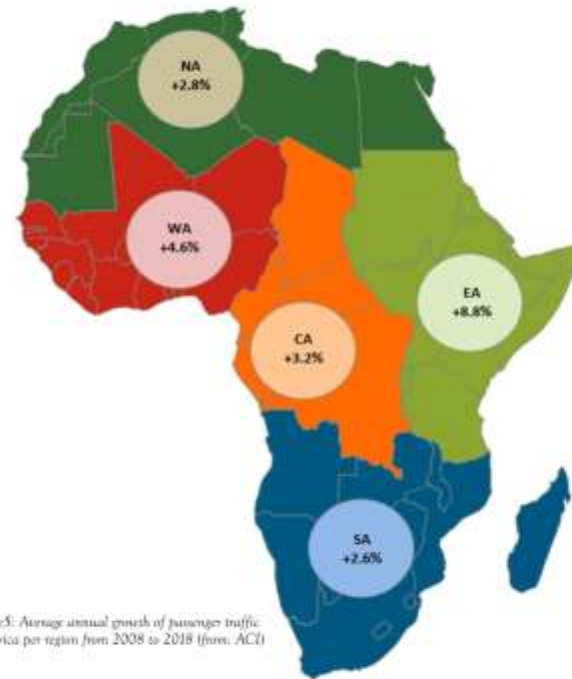


Figure 5: Average annual growth of passenger traffic in Africa per region from 2008 to 2018 (from ACI)

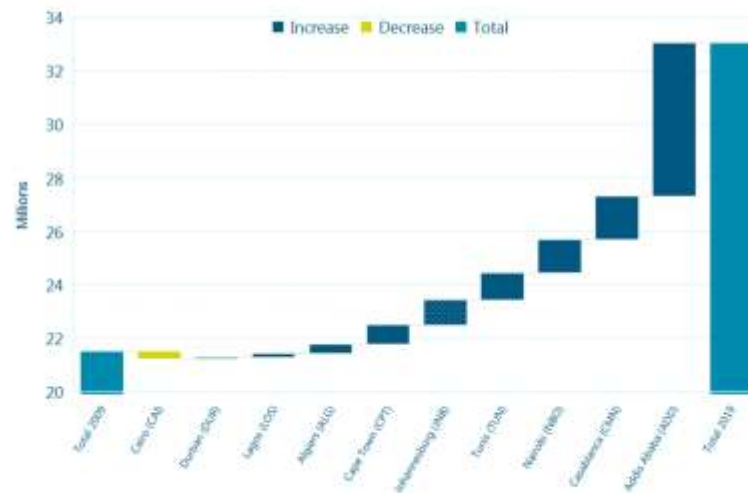


Figure 4: Growth of intra-Africa two-way seat capacity at Africa's 10 largest airports from 2009 to 2019 (from Diao Mi)

shown in the chart above. With enormous combined populations and high economic growth rates, these regions present great potential for future growth. Moreover, their location is more suitable for international flights to and from Europe, North America, the Middle East and Asia, compared to Southern Africa. For example, it is much shorter for a passenger from Hong Kong flying to Kinshasa in the DRC, to transfer in Addis Ababa, rather than fly all the way to Johannesburg, only to travel northbound again.

**Where to from here?**

OR Tambo International Airport has come a long way since its early days. Building on the foundations of the humble Rand Airport in Germiston, outside Johannesburg, it has

grown to become Africa's largest airport both in terms of passenger and cargo traffic. ACSA's continued investment in capacity has enabled it to maintain that position for decades. However, as global air traffic patterns change, so too will the dynamics of inter-continental and intra-Africa traffic. The Single African Air Transport Market (SAATM) initiative by the African Union and the rise of Ethiopian Airlines have created a new outlook on the aviation landscape on the continent. SAA's continued sluggish performance is certainly not doing Johannesburg any favours. The centre of gravity of African aviation seems to be shifting from the South to the East.

ORTIA will have to recognise the changes in its competitive environment and respond with an effective strategy. This includes evaluating its source markets and considering what role it plays in the intra-Africa route networks. Multi-stakeholder route development committees in Cape Town and Durban have been successful over the past years and Johannesburg may benefit from similar initiatives. Furthermore, maintaining the necessary infrastructure capacity to accommodate growth will be imperative, but the type of infrastructure should be tailored to the expected traffic.

Johannesburg can build on a huge domestic market and a decades-long legacy of being at the forefront of African aviation. It cannot change its location at the southern end of the continent, but if it can leverage on the strength of South African trade and tourism, it is positioned very well for continued growth well into the future.

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# Improved Aviation infrastructure and environment is critical for the success of a low cost carrier operation model in Africa

By Manny Kanabe



Since the concept of a Low Cost Carrier (LCC) model was made popular by Southwest Airlines in the United States in the seventies, it has been successfully replicated across the globe, from Europe to Asia. This raises the question why the success of the LCC model cannot be replicated in Africa.

As a global aviation expert of African origin, this is a question I have been asked on numerous occasions by peers, friends and colleagues and in recent years, there has been suggestion that this LCC model could be achieved in Africa.

In this article I hope to shed some light on the reasons why a true LCC model remain a challenge in Africa and an impossibility in Sub-Saharan Africa in the near future without significant development of the aviation infrastructure and environment in the region.

### What is a Low Cost Carrier Model?

The true LCC model is the model made popular by Southwest Airlines, which made air travel available to all, by keeping costs as low as possible within the airlines and passing the savings to customers in the form of cheap fares.

Several airlines across the globe have adopted this approach to varying degrees; EasyJet and Ryanair in Europe and AirAsia in Asia are successful examples. Although their businesses are different, their approach has been to focus on operational cost reduction and point-to-point services.

To enable airlines adopting the LCC model to achieve minimum operational costs they need to be ruthless with every aspect of their operational expense and always look at driving efficiency without compromising safety and service. Cost reduction is therefore at the forefront of every decision, which leads LCCs to



generally operate from secondary airports, operate a single aircraft type with one class configuration, and outsource non-core activities. In addition, intelligently scheduling flights that minimise turnaround and maximise aircraft utilization is critical.

### Why a low cost carrier model remains challenging in Africa?

There are nine airlines currently operating under the LCC model in Africa, and a few more start-ups in the pipeline in the region are attempting to base their airlines' strategy on the LCC Model. These are small airlines with none having more than 13 aircrafts.

Although there are huge opportunities for the growth of the LCC model in Africa, the following infrastructure and environmental challenges need to be overcome in order to achieve the type of success achieved by other LCC's in terms of scale and profitability in other regions:

**MRO (Maintenance, Repair, Overhaul)** - The growth of the LCC model in Africa requires a considerable growth in MROs to support the needs of aircraft operators in Africa. Currently, there are not enough MROs in Africa to support aircraft operators, which leads operators in the region to

send their fleets abroad for maintenance. This is more costly than having a local MRO, therefore making it impossible for the operators to significantly save on maintenance cost.

**Secondary Airports** - One of the key benefits of being an LCC is the ability to operate from secondary airports to save significant operating cost, for example in the UK, using London Stansted or Luton Airports, as opposed to Heathrow Airport. But in Africa, few low-cost alternative airports exist; there are no alternatives to the airports used by the legacy carriers, which makes it impossible for LCC's to be able to pass any significant savings to it's customers in terms of significantly reduced fares.

**Aviation Skills Shortage** - A significant amount of African airlines still have to rely on expatriates as pilots or staff in senior management positions. Expatriates significantly increase the cost of operation that make it impossible for airlines to keep cost as low as possible. Most LCC in Europe have a high proportion of trainee pilots (who they tie to long term contracts after training) and first officers in their crew mix, keen to build up their flight hours for comparable lower wages compared to that of experienced captain's.

**Aircraft Leasing and Financing** - Given the capital intensity of the aviation sector, funding remains a major challenge for existing airlines and start-up airlines in Africa. The biggest part of the funding requirement is for aircrafts to access commercial debt for aircraft financing and leasing. This in turn makes it difficult for airlines to have an optimal fleet strategy (i.e. single fleet of modern aircrafts) to support an LCC model. The airlines that even manage to secure some commercial debt might have to pay double digits in interest rates, which then significantly increases the cost of operation, thereby defeating the objective of an LCC model.

**Aircraft Utilisation** - The LCC model relies on quick turnarounds (30 minutes maximum) to maximise the aircraft utilisation per day. The average aircraft utilisation for both easyJet and Ryanair is 11 hours per day. This ensures the airline is getting the most out of their aircraft assets, which in turn equates to lower cost per usage and therefore resulting in lower fares to passengers.

For airlines in Africa to achieve the same level of aircrafts utilization achieved by other LCC airlines, the ground handling operations infrastructure and services must be structured and aligned to the demands of operating an LCC model. Currently this is largely not the case at present in sub-Saharan Africa. The average aircraft utilisation in Nigeria is about 6 hours per day for domestic and regional flights.

In conclusion, I remain optimistic that an LCC model could be successful in Africa if these major infrastructure and environmental challenges are addressed. However there are other issues, which also need to be addressed, such as airport levies, fuel charges and government imposed taxes. These expenses could potentially eliminate much of the cost advantage inherent in the LCC model. But with African government support and the support of the aviation stakeholders this can be achieved; I am excited about the possibilities.



# From the Cabin...

By najijumpseatchronicles

Hello from your favourite Flight Attendant. I know you're wondering what Sheila has been up to these days. Well, many happy take offs and landings- as with all the hardworking Nigerian FAs. Today I thought to let you in on the inner workings of the plane as well as hacks for a fabulous flight.

First, those ding dong sounds you hear in the air plane. Ding dong sounds are not causes for alarm, neither are they indications that anything is up. The chimes are indication that some form of communication is going on within the flight crew. It could be anything from the Pilot calling the Crew for coordinating information or crew to crew. Now you know what's happening when you hear the chimes.

\*\* Hack, Sometimes the FAs are talking about you when you hear the ding dong. It's not uncommon for them to profile passengers and want to tell each other something.

Next, those Airplane windows? They don't open. Like they don't open anywhere, you can just look out through them and that's about them. I have seen and heard of many people complain about parts of their windows not adhering as they should. Well now you know those window parts you see are simply for aesthetics and yes, they're not supposed to be falling apart, but they do not affect you or anything in the slightest, so rest easy when you see funny looking window parts in your plane.

Blocked ears? Pain in your ears when you fly? This is a common feeling caused by pressure differentials as well as sometimes by prior injured ears. It could be a serious discomfort but you

don't have to suffer too much. The treatment for this phenomenon is a simple manoeuvre by pinching the bridge of your nose and blowing hard which will in turn force air through your ears, thereby equating the pressure differentials between your ears and the cabin. So it's simple, just pinch the bridge of your nose and blow hard till you get a pop in your ears.

Be Safe: When next you travel remember that there has been someone you don't know doing business you don't know in the seat you currently occupy. The airliners clean and all but take it from the lovely Sheila that one place you want to be a germophobe is on a plane. So my recommendation is to visit a travel shop or put together your little travel bag of essentials such as antiseptic wipes, hand sanitiser, paper napkins and if possible a disposable ziplock / sealable bag.

\*\*Quick Fact: Air Plane tray tables are one of the dirtiest places.

Moving around inflight? The recommendation is that you remain seated and keep your seatbelts fastened at all times. They are safety recommendations as sometimes being in turbulence inflight can be unpredictable even though pilots try as much as possible to give you a smooth flying experience. So except you absolutely have to, please remain seated.

On carry-ons and luggage. Flight attendants are not on planes to haul your bags or carry them for you. Stop asking them to. They might out of courtesy help you but it's rude and wrong on every level. Stop it.

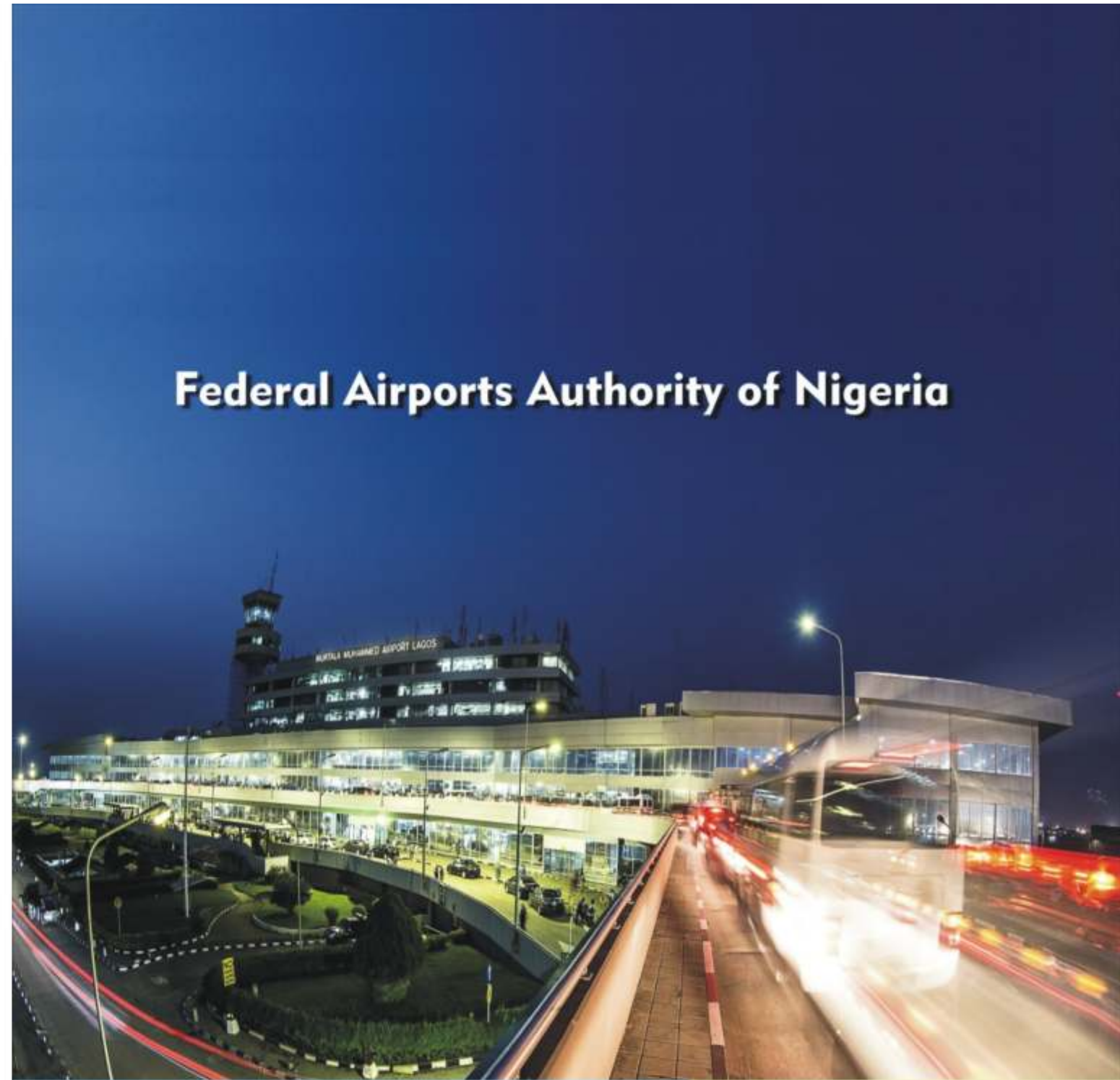
Can I Tip my FA? Yes, it's perfectly normal and acceptable to tip a Flight

Attendant. That being said the manner with which you tip is important. Since there are not a lot of options it is recommended you are discreet about it and the most common way is to have the tip in an envelope and handed out to them. How much should a tip be? USD 50 (NGN16, 000) on local flights to USD100 (NGN35, 000) on International flights are the average tips that FAs get. They work so hard and totally deserve to be tipped.

Finally, want to know how to get the best from your operating crew/ FAs? Smile at them, Pay them a compliment. They enjoy these things and will treat you as nicely as they possibly can once you show them you're nice.

I hope you enjoy your next flying adventure and use these handy tips for a better flying experience.

Connect with us on Instagram: @najijumpseatchronicles



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## What we can learn from the collapse of Thomas Cook

By Shingai George

**Once again, the ruthlessly competitive nature of the travel industry has claimed another casualty.**

**The demise of Thomas Cook Airlines at the end of September has taken many by surprise. It's not enough to simply discuss what happened, but let's add another layer and see what lessons can be learnt.**

The parent company, Thomas Cook & Son was founded by Thomas Cook, a cabinetmaker, in 1841 under the name "Thomas Cook" to carry temperance supporters by railway between the cities of Leicester, Nottingham, Derby and Birmingham.

Fast forward to 2008, after changes of ownership and rebranding, it became Thomas Cook Group. By this stage, The Thomas Cook Group was a household name in Travel retail. With annual sales of £9 Billion, 19 million customers annually and 22,000 staff operating in 16 countries. Thomas Cook Airlines was part of the airline

division of the Thomas Cook Group with a fleet of over 100 aircraft.

So how did what was seemed to be an indomitable force in the travel industry meet such a sudden and unceremonious demise? It may be deemed convenient to point fingers at uncontrollable factors such as BREXIT, a weak British Pound and the weather - all of which indeed played a part, but what really sent Thomas Cook into oblivion was apathy and ineptitude at the very top of the corporate level. Let's explore how a multi billion-pound enterprise, ended up billions of pounds in debt and imperilled the livelihoods

of its 22,000 employees. In order for us to learn lessons, we must delve into what went wrong.

### Market share cannibalised in a cut-throat digital age

An increasingly connected world can be a cruel environment for a business that don't adapt their strategies accordingly. Tim Jeans, a former managing director of Monarch Airlines who left long before its collapse, told BBC 5 live that Thomas Cook had "an analogue business model in a digital world". At a time when more holiday bookings are made online, Thomas Cook inexplicably ramped up their street

presence by adding more "brick and mortar" shops. They entirely ignored the rising trend of millennial travellers, who prefer greater flexibility and autonomy in arranging their journeys. Their product offerings rapidly became outdated. With that, the market dominance they enjoyed for decades, inevitably started to erode.

In spite of their archaic business model, Thomas Cook continued to hedge their success on undying customer loyalty, almost to the point of naivety! As well as overly relying on their customer base in an already saturated European market and failed to make any meaningful investment in developing countries.

The Arab Spring revolts in 2011 discouraged travel to North Africa, and diverted focus to Mediterranean locations such as the Canary Islands but once again, demand for these destinations soon dwindled. And in between these radical shifts, Thomas Cook simply was not nimble enough to adapt.

### Managerial indifference to the financial situation

The financial sustainability of Thomas Cook had been a concern for sometime. But those who had stewardship of corporation's finances, simply "kicked the can down the road". An outdated operating model, an ill-conceived merger, stiff competition, and poor cost containment wreaked mayhem with Thomas Cook's fiscal well-being, creating a perfect storm.

In May 2019, Thomas Cook reported a £1.5bn loss for the first half of its financial year. With £1.1bn of the loss caused by the decision to write-off the value of My Travel a business that merged with Thomas Cook and which subsequently failed.

Also, Uncertainty surrounding BREXIT didn't help matters. The heatwave experienced in the United Kingdom was also fingered as a primary cause for lacklustre sales.

Prior to May 2019, in spite of many ominous signs, the management seemed oblivious, or rather, chose to ignore them. This became painfully obvious when the then CEO Peter Fankhauser and other executives received millions of pounds in bonuses, salary and other perks to retain their talents.

Presently, Hotels and other suppliers are owed millions in unsettled payments. Financial institutions have not been spared either - Banks including Barclays, Morgan Stanley, UniCredit, Credit Suisse and Royal Bank of Scotland will possibly have to writeoff up to £1.8bn in bad debt. It's somewhat puzzling as to why banks continuously threw money at a business that managed its finances so precariously.

So, what ultimately pushed Thomas Cook over the edge?

Thomas Cook had secured a £900 million rescue package from its largest shareholder, Chinese firm Fosun, in August. However, at the last minute, banks demanded that Thomas Cook should raise an additional £200 million in contingency funding. Unfortunately, this seemed a stretch too far, and the company ultimately capitulated.

### The lessons...

**Lesson 1.** Thomas Cook's demise is a harsh lesson in that customer loyalty is very fickle. A business is only rewarded with loyalty when it fulfils the present needs.

Thomas Cook simply rested on their laurels. They rode on the success they had in the 1980s and believed it would last forever. Their marketing strategies were totally indifferent to the present-day client's expectations. Similarly, in the age of Air BnB and low-cost air travel, their pricing simply proved unattractive.

**Lesson 2.** Unsustainable financing. Thomas Cook's Management did not address the company's financial challenges at their root. With the aid of banks and investors, they lived on "hope and a prayer" by throwing money at their problems. There was total absence of cost control, and auditors will be hard pressed to find explanations to some rather questionable expenses.

It seemed there was no real desire to run the business as a profitable, self-sustaining entity. Towards the end, the financial situation got so bad that lenders and investors could no longer justify availing additional capital.

**Lesson 3.** Lastly, A lack of vision and corporate greed. It's unclear what direction Thomas Cook's management wanted to take the organisation; they were seemingly content to "live for the day".

The CEO and executives gifted themselves with bonuses and perks, when the company was already in dire straits. This, coupled with reluctance to make a paradigm shift in their product offerings, are very telling indications of how far removed they had become from the long-term success of the entity.

There was a desperate need for management to regularly carry out some BRUTALLY HONEST business introspection, as to where the organisation is, and where it is going. Had this been carried out soon enough, perhaps Thomas Cook along with 22,000 jobs could have been saved.





# Regional Aviation Summit Nairobi



**Muhammad Ali Albakri**  
Regional Vice President, Africa & Middle East - IATA

## Welcome Address

### Aviation in Kenya



In 2017, 4.8 million passenger journeys made to Kenya Aviation and tourism representing USD 3.2 billion in GDP Accounts for 4.6% of Kenya's GDP and supports 410,000 jobs

Over the next 20 years the Kenyan market could more than double in size, resulting in an additional 11.3 million passenger journeys, over 449,000 more jobs, and a USD 11.3 billion boost to GDP by 2037

### Recommendations for Kenya

1. Improve air transport infrastructure to accommodate the future growth of air traffic in collaboration with users.
2. Implement the Single African Air Transport Market (SAATM)
3. Improve safety
4. Adopt new innovative technology

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### Priorities for Africa



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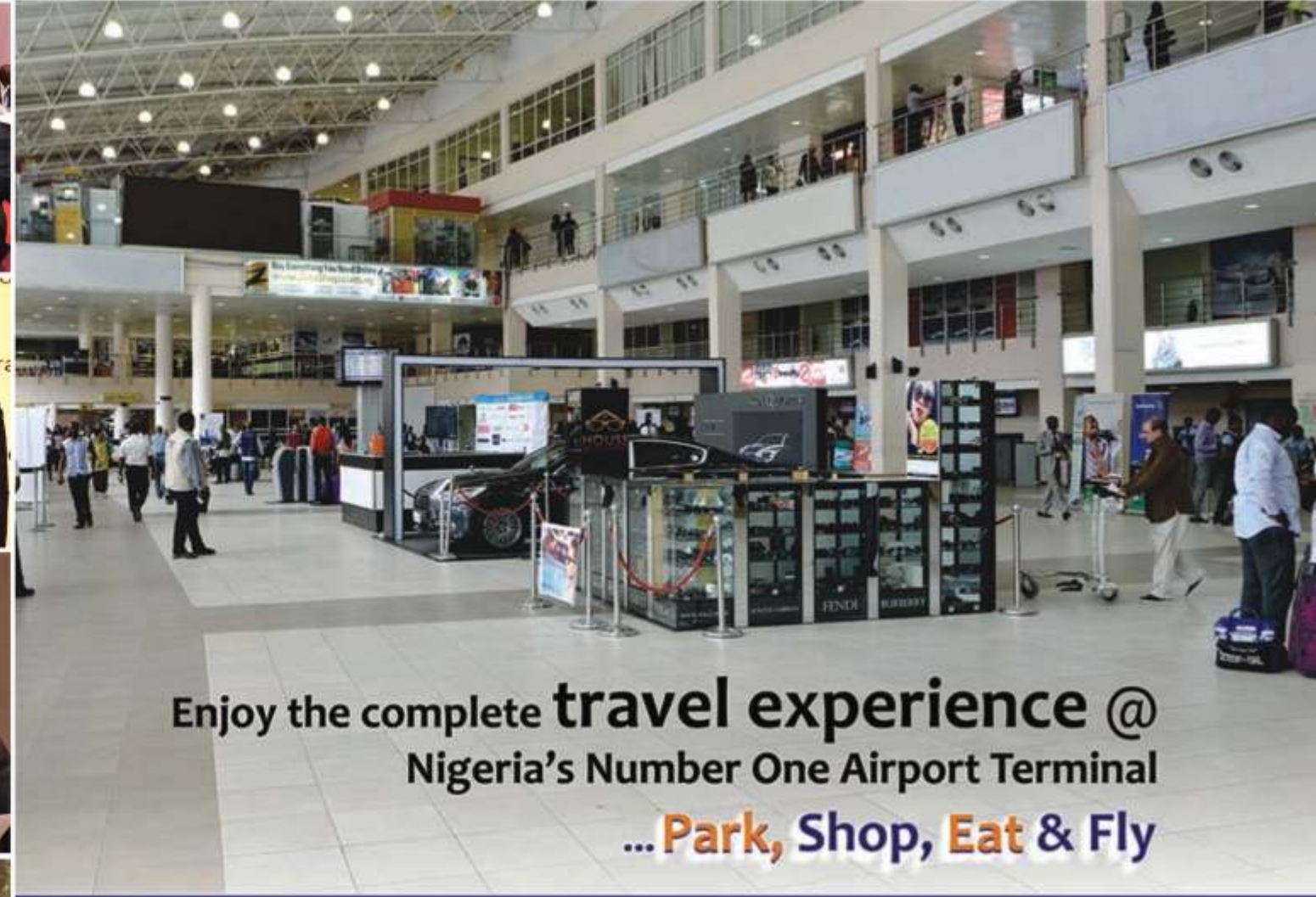
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# Infrastructure: The Missing Puzzle Piece in West Africa Tourism

By Dr. Adun Okupe



West Africa has significant yet untapped tourism potential with its coastal beaches, trade history and cultural assets. West Africa has a lot to offer the world within the two overarching categories of leisure and business tourism. That said, it is time to change the record and really make a concerted effort to convert this potential into a tangible reality. With the ratified Africa Continental Free Trade Agreement (AfCFTA), there is a strong window of opportunity for cohesive tourism infrastructure development that is aligned with AfCFTA. The West

African sub-region stands to gain from greater interconnectivity – stronger trade and travel routes, if people can move freely through places, they are better able to identify business opportunities. This will lead to the harmonization of economic development within the sub-region and stronger opportunities for value-addition on the continent, and most importantly, the opportunity to increase the quality of life of citizens of these countries. To achieve all this, infrastructural development is paramount to ensuring West Africa is able to realize this potential.

Infrastructural development is strongly correlated with economic growth and in the same vein, tourism infrastructure development is strongly correlated with tourism's contributions to the economy. According to the World Economic Forum Travel & Tourism Competitiveness Index, infrastructure is one of the 4 key sub-indexes for tourism competitiveness, and the most relevant to travel and tourism development. The reason for this is simple, without adequate transportation (air, rail, road and waterways), the tourism industry remains under-developed. The infrastructure sub-index is further

broken down into three pillars: air transport, ground and port, and finally tourist service infrastructure, to include the various provisions for tourists, such as hotels, catering, information and interestingly, automatic teller machines, because it signifies financial inclusion and the ease of getting money whilst abroad.

However, the conversation on infrastructure for tourism development needs to extend beyond hard infrastructure alone to include soft infrastructure. There is a need to assess the soft infrastructure that is able to ensure the tangible infrastructure functions effectively – education, health, law and order and finance. This is especially important because infrastructural development is expensive and requires long-term strategic thinking, and there is no point embarking on expensive construction efforts without considering the people and institutions required to maintain them.

At Red Clay, we call for a holistic approach to tourism development. A focus on the harder elements of tourism destinations and transportation, though important and required, needs to be supplemented with a focus on the people and institutions who will ensure that the infrastructure is effective. What does effective infrastructure mean?

Firstly, it should be designed to meet the needs of the target tourist audience, and this means destinations need to define who their target tourist audience is. A note about this later. Secondly, the institutions and people required to ensure that the infrastructural development strategy is well implemented, need to be built, trained and empowered. The people component in tourism is beyond the tourists, people drive the entire tourism system, and there is a significant under-capability in the tourism industry.

The tourism industry is wrongly assumed to be for low-skilled workers and only provide jobs for people as a last recourse. Yet, there are immense opportunities for highly-skilled

professionals in tourism: tourism infrastructure advisory, tourism finance, tourism strategy, urban planners for destinations, and so on. One of the reasons the tourism industry has not achieved its potential, even for tourism infrastructure development, is the lack of trained professionals who are able to contribute to the development of the tourism industry. Yes, infrastructure is the missing piece, but soft infrastructure, education, health system and institutions that govern these, are the crucial foundational blocks that can catalyse West Africa's development path.

When the target tourist audience is mentioned, most immediately think of international tourists coming into the sub-region, usually from Europe, America or Asia. It is time to expand the understanding of tourism within West Africa to also look at Africans. The domestic tourism market is immense, Africa has the population, over 1 billion people and this is set to grow. It is time to develop the 'Destination West Africa' brand. This requires the development of strong narratives to attract Africans to travel Africa, which with AfCFTA, should position African destinations as compelling alternatives to traveling outside Africa. Not that traveling outside of the continent is wrong, but if Africans do not travel Africa, how then can the tourism offerings of African countries be marketed to the world?

Destinations with clearly defined target tourist audiences are then able to design infrastructure to suit the demands of this audience. A focus on intra-African tourism can be advantageous as it affords the opportunity to pace infrastructural development, over the short to medium term. It also means that provision of tourism infrastructure will be relevant to its destination, as opposed to the current slant to attempt to mimic more mature international destinations, without realizing that these destinations evolved over time and were designed for a target tourist audience. The current focus on tourism infrastructure is on five-star hotels and mimics of other destinations without

the understanding of what makes a hotel a hotel, and why the hotel needs to be designed in a manner that suits the socio-cultural and economic elements of the destination. Tourism infrastructural development requires a holistic, comprehensive and synergistic approach. It all comes back to tourism strategy and tourism development objectives and goals. This is not to say that one should not attempt to be world class. Rather, that achievable short to long term objectives need to be set realize effective infrastructure delivery.

Singapore for example, came second-place for its infrastructural provision according to the World Economic Forum's Global Competitiveness Index. This success was driven by strong institutions – transparent and consistent policy frameworks that ensure funding and investments are protected; collaborations with the government and private sector and a focus on public benefit. More importantly, the focus has been on building capacity development to train and develop professionals who are able to ensure that the development projects are successfully implemented.

Even with its success to date, Singapore continues on its infrastructural development journey, a case of continuous improvement. The country is set to play a key role in Asia's future infrastructural development as its infrastructure office attracts professionals to develop, finance and execute regional infrastructural development projects.

One thing is clear, the overall objective is to ensure that tourism infrastructural development results in economic as well as societal gains. As such, it is time to invest in soft and hard infrastructure for development to contribute to the well being of a destination's residents, and enhance the tourist experience of its business and leisure visitors. With AfCFTA, large strides have been made, it is now time to bridge the gap between available infrastructure, and the level of tourism development the sub-region needs to achieve.





# Impact of Sustainable Aviation Fuel

By Shingai George

Air travel has made tremendous strides in improving efficiency and reducing its environmental footprint. However, in spite of major breakthroughs in the testing and certification of sustainable (or green) fuel, most journeys by air are still powered by fossil fuels.

We have all heard the 'buzz words'. Green fuel, Sustainable fuel, alternative fuels. However, there still exists ambiguities as to what sustainable fuel is and why it's important for the future of Aviation. In the relentless pursuit of growth, the topic of sustainability often takes lesser priority.

Air travel, like other forms of transport, has come under intense scrutiny for its environmental impact. This impact is notable through greenhouse gas emissions and noise pollution. Thanks to innovation, alternative fuels are being developed albeit implementation has been slow.

## Key elements of sustainable fuel

Sustainable aviation fuel consists of three key elements: Sustainability can be defined as something that can be repeatedly resourced in a manner consistent with economic, social and environmental aims, specifically something that conserves an ecological balance by avoiding depletion of natural resources and does not contribute to climate change.

It is alternative, in this case non-conventional, and includes any material or substance that can be used as fuel, other than conventional, fossil-sources (such as oil, coal, and natural gas). It is also processed to jet fuel in an alternative manner. Feedstocks for SAF are varied; ranging from cooking oil, plant oil, municipal waste, waste gases, and agricultural residues – to name a few.

Fuel means jet fuel that meets the technical and certification requirements for use in commercial aircraft. The International Civil Aviation Organization (ICAO), a United Nations specialised agency, has used 'Alternative Fuels' as its terminology, and it is defined as 'any fuel that has the potential to generate lower carbon emissions than conventional kerosene. Another term widely used is 'sustainable aviation fuel'.

The term Sustainable fuel is often synonymous with 'Biofuels', which generally refers to fuels produced from biological resources (plant or animal material). Current technology allows fuel to be produced from other alternative sources, including non-biological resources; the term is adjusted to highlight the sustainable nature of these fuels.



## Regulation and promotion - Carbon Offsetting and Reduction Scheme for International Aviation (CORSA)

CORSA, is an emission mitigation approach for the global airline industry, developed by the ICAO which addresses emissions from international air travel. One of the cornerstones of the CORSA scheme is the promotion of alternative fuels. CORSA has developed a comprehensive mechanism for the certification of alternative fuels, termed CORSA Eligible Fuel (CEF). There are various feedstocks and fuel conversion processes that have the potential to produce a 'CEF'.

However, a CEF must still run a gauntlet of laboratory, ground and flight tests before it can be used on revenue passenger or cargo operations. Alternative fuel must be able to withstand a wide range of operational conditions. In addition, it must not require any extensive modification to the aircraft or engine.

It's however unfortunate that not all countries have signed up to the CORSA regime. As CORSA is still at the early development stage, many elements of CORSA are somewhat vague. Some countries harbour reservations that CORSA may not benefit all countries equitably. Questions remain as to whether it can be effectively synchronized into the domestic policies of individual countries. Similarly, it's still unclear who exactly is responsible for the enforcement of

CORSA Standards and Regulations. Is it the aircraft operator, the civil aviation authority or ICAO?

## What can alternative fuels contribute to aviation and broader economic development?

Aside from the many touted environmental benefits, there are economic benefits that can be realized from alternative fuels. We must remain cognisant that the development and use of alternative fuel is very much in its infancy. There is some risk aversion from potential investors who still need to be convinced of its viability and long-term prospects. As such, the economic benefits may not be immediately noticeable.

Unlike conventional fossil fuels in use today, sustainable fuels (and their raw materials) can be produced almost anywhere in the world. This can create local business opportunities and support the rural economy. The conditions for rapid expansion of biofuel as alternative energy source seemed to be available in the developed countries. However, suitable bio-fuel crops such as oil palm, cassava, sugarcane, maize, jatropha grow in abundance in developing nations.

The establishment of local networks of production will greatly minimise financial and environmental costs of transportation.

For Aviation, this means a steady supply of fuel at a more consistent price, thereby eliminating the headaches associated with fuel hedging.

Budget planning will become a whole lot easier! The further benefit is that air travel becomes affordable and more accessible, whilst creating another avenue for aviation to contribute to socioeconomic development.

## Challenges remain

In spite of verifiable environmental and economic benefits, sustainable fuels need to overcome the following barriers in order for the aviation industry to see full implementation.

Firstly, it's highly imperative to ensure a steady supply of sustainable feedstock. This can be complicated, because the agricultural industry is contending with unpredictable weather patterns exacerbated by global warming.

Secondly, airport infrastructure, such as hydrants and storage tanks, need to be adequate and well equipped. Also, the supply of alternative fuels must prove to be cost effective for it to truly be an 'ALTERNATIVE' to conventional fuels.

Lastly, policy makers must implement appropriate mechanisms to attract investment into large scale agreements for the production of sustainable fuels. An ambiguous policy framework is often identified as a major challenge confronting commercial-scale production of biofuels.

## The Future

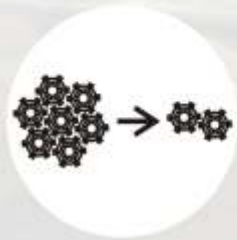
The benefits of sustainable fuels are not mutually exclusive to the aviation industry. The growth in use of alternative fuels will help eliminate the notion in some developing countries, that air travel is an activity for the elite. It will be perceived as a critical component of economic growth. Transitioning to 'zero fossil fuel' aviation industry will demand a tremendous paradigm shift. For years, conventional fossil fuels have proven to be a secure investment with guaranteed returns. Aviation can spearhead a major tectonic shift in the energy sector - the domination of the OPEC group may, for the first time, be under a serious threat.



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## Cyber Attack in Aviation

**According to a survey by Price Waterhouse Coopers, 85 percent of airline CEOs view cyber security as a significant risk, versus 61 percent of CEOs in other industries. Inevitably, cyber threats will continue to grow in number, cost, and sophistication. We need to be prepared for the threat of cyber attacks in aviation. It's not a matter of IF it will happen, but WHEN it will happen.**

As the world becomes increasingly connected, the risks posed by cyber threats will increase along with it.

More business operations and processes are being migrated to the cloud and mobile devices. We are in an age where computing functions are becoming less dependent on fixed hardware infrastructure. This has brought flexibility, as well as numerous cost savings to organisations.

For the aviation industry, the rise in connectivity has made air travel accessible to a wider clientele. Online travel sales are expected to reach US\$434 Million in 2019 globally, a 9.1% increase Year on Year. This revenue growth has been driven by 844 million users. With growing internet and smartphone penetration in developing countries, the Online Travel

Booking market will see substantial growth in the next years.

The relentless pursuit of efficiency has given rise to "connected aircraft". Aircraft performance and maintenance data has proven to be a valuable resource for fleet management. We are able to get a better understanding on how the aircraft performs on certain routes, different weather patterns, and how various aircraft in their fleets perform during different phases of flight. Needless to say, the bulk of this data is exchanged via the internet.

The trend has also spread into air traffic management. Air traffic management is becoming increasingly dependent on internet connectivity. Civil aviation authorities are increasingly turning toward the use of commercial software

and internet based technologies to modernize air traffic control and mitigate congestion at airports

### The Dangers

Connectivity can be mixed blessing. The information harvested is a prized possession for malicious individuals, who continue to devise more brazen methods to obtain data unlawfully. In particular, passenger information has been a constant target for hackers, who attempt to extract biometric data and financial records. Some companies have come under scrutiny from national governments for the methods in which they obtain personal data, as well as their measures to protect customer information.

The financial impact alone is staggering. The cost of cyber breaches globally



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could reach \$2 trillion by 2019. A study by Accenture estimates that cyber attacks can cost a business up to US\$14 Million per incident. The same study has noted a 67% increase in cyber attacks year on year.

It's often believed that all attacks originate from external sources. The most difficult threats to counter are those that come from within an organisation, so called "insider attacks". Similarly, threats from third parties (E.g. suppliers, travel agents, consultants) are equally challenging to predict. The very nature of the Aviation industry means that computing networks will always be vulnerable.

**Threat detection vs Threat Hunting**

ICAO defines cyber security as follows: "Cyber security encompasses the protection of electronic systems from malicious electronic attack (unlawful interference) and the means of dealing with the consequences of such attacks".

Cyber security largely employs methods of threat detection. Meaning threats are only detected once they pose an imminent risk. Such an approach is mostly focused on threat mitigation. However, the major drawback with this approach is that if a threat is not

detected soon enough, it can metastasize into a full-blown cyber attack. At this point, the damage caused can be extensive.

Threat Hunting on the other hand, is a pre-emptive approach to threat mitigation. Security threats or potential security risks are actively sought BEFORE they have an opportunity to infiltrate an IT network. Threat hunting is a proactive approach that require comprehensive knowledge of potential threats and where, when and who they can originate.

As mentioned before, the manner in which cyber attacks are carried out are becoming more sophisticated, a passive approach is woefully inadequate. To effectively guard against the nature of today's hazards, we must shift to a proactive and adaptable paradigm to cyber security.

**Protecting aviation**

In light of ever changing and diverse threats, how does the aviation industry guard itself and its customers?

Firstly, and most importantly, cyber security is the responsibility of all concerned. Management must set the standard and appropriately communicate policies to the entire organisation and relevant third parties.

With that, transparent and non-punitive communication channels must be implemented to facilitate internal information sharing regarding potential threats or security lapses. Additionally, aviation personnel must be trained on how to recognize and manage cyber security risks. In essence, cyber security must be a fundamental part of the entire corporate culture of an organisation.

Secondly: Regular review and clear measurables. An organisation must develop a common practice of regularly reviewing the state of cyber security which work in tandem with a system of security performance metrics. An effective review process will comprehensively examine the quantity, frequency, origin and types of threats an organisation contends with, and will also facilitate proposals for preventative action.

Thirdly, in a fiercely competitive industry like aviation, cost management is one of the key performance indicators for financial wellness. Because cyber related incidents may not occur to a single organisation frequently, there is a temptation to take shortcuts in an attempt to meet cost saving targets. But in order to guard against financial losses arising from security lapses, investment is needed to acquire and maintain an up to date cyber security apparatus.

In addition, new security measures or systems must be deployed seamlessly in order to avoid causing extensive disruption to regular business operations.

In conclusion, as with other aspects of aviation safety, information sharing is crucial. Aviation is extremely interdependent. A cyber security incident can escalate and cause disruptions on a global scale. Improved information sharing will enable industry stakeholders to proactively guard against threats. This must be coupled with regular research into computing and cyber security trends. We must not forget the role innovation can play in devising state-of-the-art solutions to combat cyber security threats.



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