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Published by
Airborne Media

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Editor's Note

A New Decade... 2020

Firstly I want to welcome our readers across Africa and the world into a new decade filled with opportunities.

The Aviation industry was looking to a good start with forecasts for 2020 even though African Aviation continues to struggle. The foreign carriers tend to benefit more from the continent than African carriers.

Connectivity remains a challenge in Africa. As the conversation of SAATM continues it is our hope that African airlines will embrace partnership and collaboration as we move towards open skies.

There are 400 International routes in Africa but only 68 are served with at least two daily flights, the continent needs more frequent routes in order to support business and trade. The AfCFTA will benefit Africa once it is implemented and Africa begins to trade with itself seamlessly.

Currently, 85% of the cargo going in and out of Africa is by foreign carriers. African carriers only have 15% of the market share. Only four airlines in Africa have a dedicated cargo fleet. According to Brendan Sabie, only 25% of international capacity is within Africa, 47% is in Europe and 22% in the Middle East. The potential for growth is significant.

It is not all gloom for Africa as it posted the fastest RPK (Revenue Passenger Kilometers) which rose by 5.1% year on year in December. A pace broadly in line with expansion in 2019 as a whole according to IATA. It goes to say that airlines benefitted from a generally supportive economic backdrop in 2019 including improved stability in a number of countries in air transport connectivity.

Though down from 6.3% growth recorded in 2018, capacity rose 4.5% and load factor edged up by 0.3% point

“
Il existe 400 routes internationales en Afrique, mais seulement 68 sont desservies par au moins deux vols quotidiens, le continent a besoin de routes plus fréquentes afin de soutenir les affaires et le commerce.
”

to 71.3%.

The impact of coronavirus disease (COVID-19) on the travel industry cannot be over emphasized as global traffic will be reduced by 4.7% and airline will lose about \$29.3billion. Though The World Health Organisation (WHO) has not called for restriction on air travel, the scaling down of capacity and cutting of route by airlines will be as a result.

In this edition, our cover is the Managing Director of Asset Management Corporation of Nigeria (AMCON). Owners of Arik air and Aero contractors which went under receivership.

We also focused on airports with varied articles from Airport collaborative decision making, flow, airport for the future etc. Suffice to say that due to non-calibrated CAT 3 ILS at MMIA in Lagos Nigeria during the inclement weather, saw airlines losing up to \$8 Million due to diversions. A serious look at Airport management and Infrastructure upgrades at airports will be better for seamless facilitation of passengers.

Sit back relax and enjoy our packed usuals.



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NEWS + AVIO

Green Africa firms Up 2020 Launch plans secures additional three brand new A220-300s from GTLK Europe

Additional Three Brand New A220-300s From GTLK Europe
Green Africa, Nigeria's Lagos-based value airline, has added to the news that it has ordered fifty A220-300s from Airbus by also committing to lease an additional three of the aircraft from leasing company, GTLK Europe. The aircraft will allow Green Africa to set course for its planned launch of commercial operations in 2020. Deliveries of the three aircraft – which are all brand new – will be completed by August 2020. Green Africa has selected the A220 for its operational characteristics, financial performance and environmental benefits, with the added advantage of superior passenger satisfaction and widebody style cabin comfort. Babawande Afolabi, Founder and CEO of Green Africa, said, "It has been an incredible journey thus far – a Series A round of funding backed by some of the best players in the industry; a strong management team on the ground with a nuanced

understanding of the local market; a marquee strategic partnership with Airbus for 50 firm A220-300s; and now a secured inaugural fleet with GTLK Europe that will help bridge the gap between now and when our Airbus order book starts delivering next year. The gTeam is beyond excited about it and laser focused on getting Green Africa into the sky in 2020." GTLK Europe Chief Executive Officer, Roman Lyadov, added, "On the back of the new Airbus order for 50 A220-300s, we are delighted to be able to provide Green Africa with its very first aircraft which will equip Green Africa with the capacity it needs for launch in 2020. Green Africa will be launching operations on a high with this aircraft – the A220-300 which offers a state of the art platform for Green Africa to deliver on its mission to provide safe, reliable and affordable air travel to customers in Nigeria and across the broader African continent."

Cabo Verde Airlines to make its first profits from 2021



holding company. The majority shareholder of CVA via its subsidiary Loftleidir Icelandic EHF, indicates that according to the business plan of the Cape Verdean air carrier, losses are expected during the first two years after the acquisition, before profits from 2021. Nevertheless, without giving figures, he stresses that the company's operating results in the last quarter of 2019 are below expectations. On July 12, 2019, Cabo Verde Airlines had already signed a \$ 24 million loan with the International Bank of Cape Verde (IBCV) and Ecobank. An envelope intended

for the implementation of its commercial plan. Plan that plans to acquire five new planes and open new international routes. Since February 5, 2020, the company has had a new president and chief executive officer. Erlendur Svavarsson has been appointed to replace Jens Bjarnason, who has been in office since the start of 2019. He will therefore be responsible for ensuring the profitability expected from next year.

Cabo Verde Airlines to get first profit in 2021. Cabo Verde Airlines (CVA) could reap its first profits next year. This is apparent from the Icelandair group's 2019 activity report, dated February 7, and reviewed by Lusa, the Portuguese news agency. But to achieve profitability, the company must take out a long-term loan. "If long-term funding is not guaranteed, it could negatively affect its operations," writes the Icelandic



Emirates to open first route to Mozambique in July 2020

Emirates is expected to serve Mozambique soon. The UAE company will open a Dubai - Maputo route in July 2020. The announcement was made on Wednesday January 29, 2020, by the president of the board of directors of Autoridade de Aviação Civil de Moçambique (IACM), João de Abreu, reports O País.



He said on the sidelines of a contact visit by Janfar Abdulai, the new Minister of Transport and Communications, at the headquarters of the body in charge of Mozambican civil aviation.

According to the government, the arrival in Mozambique of one of the largest airlines in the world comes at a time when the country is progressing in the certification of airports that have not yet been, like Beira. For the minister, upgrading the country's airport platforms "is a huge challenge", which could be overcome soon. Once the line is operational, Mozambique will become the 24th African country served by the air carrier. From its base in Dubai, Emirates flies to Egypt, Tunisia, Algeria, Morocco, Senegal, Guinea, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Sudan, Djibouti, Ethiopia, Uganda, Kenya, Tanzania, Angola, Zambia, Malawi, Zimbabwe, South Africa, Mauritius and the Seychelles.



Askya adds Cape Verde to its Expanding Network

Askya goes to conquer Cape Verde. From April 1, 2020, the Pan-African company will open a route between Lomé and Praia; passing through Dakar. From this date, the Ethiopian Airlines subsidiary will offer three weekly flights (Monday, Wednesday and Saturday) between the capitals of Togo, Senegal and Cape Verde. Return flights will take place the next day. The line will be operated in a 168-seat Boeing 737-800 (12 in "business" class and 156 in "economy" class). Cape Verde will thus become the 21st African country served by ASKY. From its Lomé hub, the carrier already serves Senegal, The Gambia, Guinea, Guinea Bissau, Sierra Leone, Liberia, Mali, Côte d'Ivoire, Burkina Faso, Niger, Ghana, Benin, Nigeria, Cameroon, the Central African Republic,

Gabon, Chad, Congo, the Democratic Republic of Congo and South Africa. As part of the strengthening of its network, the Togolese carrier offers from March 15, 2020, a direct flight, every day of the week, between Lomé and Johannesburg. ASKY will be without competition on this line which it will operate in Boeing 737-800. In the same vein, it is also eyeing other niches on and off the continent. "We are exploring the East African region and other markets such as Dubai, Lebanon and Paris. To do this, we are awaiting the results of market research and the acquisition of traffic rights on these markets," said Nowel Ngala, commercial director of ASKY recently.



Ethiopian Airlines carried over 17000 passengers on Manchester route after one year operation

The Ethiopian Airlines Addis Ababa - Brussels - Manchester route, which opened on December 1, 2018, seems to be bearing fruit. This Wednesday, February 12, 2020, the Embassy of Ethiopia in England affirmed that after more than a year of operation, the line of the Ethiopian national company, between the capital of Ethiopia, that of Belgium and the English city, has transported more than 17,000 passengers. This has helped to stimulate tourism in African countries, with continuous links to Zimbabwe, Malawi and South Africa.

At the same time, these flights have exported more than 26 tonnes of roses per month. Making them the most transported goods on this route, ahead of machines and clothing.

To precisely mark the first anniversary of this connection, the transporter donated a rose and a bouquet of Ethiopian roses

to Tatton Park in Manchester. The airline has also donated bushes to other gardens, including Newby Hall & Gardens near Leeds and Renishaw Hall in Sheffield. We are proud to have transported thousands of customers from Manchester and beyond to Ethiopia and some of the other wonderful countries in Africa. The rose gift is a symbol of the airline's growth across Manchester and the wider region," said Michael Yohannes, director of Ethiopian Airlines in the United Kingdom. The air carrier offers four weekly flights (Tuesday, Thursday, Friday and Sunday) between Addis Ababa, Brussels and Manchester. About 400,000 people living within two hours by road from Manchester currently travel to Africa each year. The city is the second destination of Ethiopian Airlines in the United Kingdom, next to London Heathrow, which it has served since 1973.



AIR MAURITIUS

Air Mauritius increases flights to Johannesburg and Cape town

Air Mauritius will intensify its flights to South Africa from April 2020. The Mauritian national company has made it known on the sidelines of the 10th edition of the Air Mauritius Travel Oscar Awards held on Thursday, January 30 at the Houghton Hotel. According to its regional director for Southern Africa and Latin America, details of the exact date and the aircraft to be chartered there are yet to be determined. "We would like to use our new generation aircraft (A330neo, editor's note) on this route, but it will depend on the support we receive from the travel industry," said Carla Da Silva. The strengthening of these lines is undoubtedly part of the

new corporate strategy developed by Air Mauritius to ensure its profitability. A strategy made public on July 25, 2019, on the sidelines of the company's annual general meeting. It provides for the simplification of the network and the strengthening of profitable lines. As a reminder, Air Mauritius already flies to Johannesburg on a daily flight every weekday. It connects Cape Town twice a week (Tuesday and Sunday). The Mauritian transporter also connects Durban, the third most populous city in South Africa. Flights to the coastal city are operated on Monday, Wednesday and Saturday.

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Meeting a colleague or client for the first time



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The upside of business travel

Uncovering how travelers value their business travel and if leisure trips are popular

Business travelers feel positives outweigh negatives when traveling for business

at work (92%) at home (82%)



1/3 say a new destination is the most exciting thing about business travel



Top 3 benefits of meeting with people in-person

Developing trust (39%)

Getting to know people better (32%)

Efficiencies (31%)



Extending business trips for pleasure

Companies are mostly supportive of leisure if employees pay for their personal expenses (76%)



Average number of times in past 12 months travelers have extended a business trip for pleasure 2.4



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Ibom Air

La nigériane Ibom Air veut faire de Douala au Cameroun, sa première destination internationale

Ibom Air targets Douala in Cameroun as first International route

Le Cameroun pourrait devenir le premier pays étranger desservi par Ibom Air. D'après un article du journal nigérian Vanguard, publié le 30 décembre 2019, la compagnie aérienne publique, de l'Etat nigérian d'Akwa-Ibom, prévoit d'ouvrir des routes au départ d'Abuja, Lagos ou Uyo, à destination de Douala, la capitale économique camerounaise. Selon Dr Emmanuel Ekuwem, le secrétaire du gouvernement de l'Etat d'Akwa-Ibom, l'ouverture de la première ligne internationale d'Ibom Air pourrait intervenir avant la fin d'année. « Comme vous pouvez le voir, notre aéroport aura très bientôt son terminal international. Il sera prêt pour les vols internationaux avant la fin de l'année 2020 », a-t-il laissé entendre.

Opérationnel depuis le 7 juin 2019, le transporteur aérien est basé à l'aéroport international Obong Victor Attah d'Uyo. De cette plateforme, il dessert les villes de Lagos et Abuja. Ibom Air dispose d'une flotte exclusive de trois Bombardier CRJ-900 (5N-BWK, 5N-BWL et 5N-BWM).

A terme, la compagnie envisage de développer des installations MRO pour assurer la maintenance des avions dans le pays et dans la région.

Le Mali réitère le lancement de sa nouvelle compagnie nationale en mars 2020

Mali committed to launch national carrier in march



Le Mali envisage toujours de lancer une compagnie aérienne avant la fin du mois de mars 2020. C'est ce qui ressort de l'entretien accordé à la presse locale par le directeur général (photo) de l'Agence nationale de l'aviation civile (ANAC) du Mali, en marge de la 26e session du conseil d'administration de l'ANAC. Un entretien diffusé par plusieurs sites maliens ce mercredi 22 janvier 2020.

« Nous avons en vue le lancement d'une compagnie aérienne dès le premier trimestre 2020, aux couleurs nationales, pour les dessertes domestiques, régionales, même inter continentales plus tard », a confié Oumar Mamadou Ba. Le DG de l'ANAC promet également « la conclusion d'accords



Le Gabon veut lancer sa compagnie aérienne nationale avant fin 2020

Gabon ambitions to kick off National carrier before end of the year

Le projet de création d'un nouveau transporteur national au Gabon se précise. Lors de sa déclaration de politique générale, prononcée face à l'Assemblée nationale le 27 décembre 2019, le Premier ministre gabonais, Julien Nkoghe Bekale, a annoncé que le pays comptait lancer une compagnie aérienne nationale avant la fin 2020.

Il n'a toutefois donné aucun détail sur le budget qui sera alloué à la réalisation d'un aussi grand projet. Selon le Premier ministre, la volonté de création d'un nouveau fleuron national, près de quinze ans après la disparition d'Air Gabon, est davantage motivé par le retrait de la liste noire de l'Union Européenne (UE), des transporteurs aériens basés au Gabon. Dans sa mise à jour du 9 décembre 2019, l'UE a réhabilité Nationale Régionale Transport (NRT), Solenta Aviation Gabon, Tropical Air Gabon et Afrijet, « à la suite des améliorations apportées à la sécurité aérienne dans ce pays ».

Actuellement, Afrijet est la seule compagnie aérienne de droit gabonais qui opère des vols réguliers dans la sous-région Afric Aviation, qui était considérée comme la première compagnie

de services aériens avec certains pays pour booster le trafic. Le 27 février 2019, le gouvernement avait arrêté un budget de 4 milliards de FCFA pour le démarrage de cette nouvelle compagnie aérienne, dont le nom serait conditionné par le type d'actionnariat de la future entreprise.

S'agirait-il de Sky Mali ? Certaines coïncidences et le timing laissent à répondre par l'affirmative.

En effet, depuis quelques mois, Sky Mali, transporteur en gestation, a lancé une campagne de recrutement des pilotes, hôtesses de l'air, techniciens d'avions, et commerciaux entre autres. La date limite ayant été fixée au 10 janvier 2020.

« Fondée grâce à des capitaux privés, la compagnie Sky Mali se positionne sur le créneau des vols domestiques pour desservir les capitales régionales du Mali : Kayes, Mopti, Gao et Tombouctou. Elle ambitionne aussi de relier Bamako à plusieurs villes d'Afrique de l'Ouest et du Centre, pour répondre à la forte demande des voyageurs maliens et de la sous-région » clarifie-t-elle sur son site internet.

Enregistrée à l'ANAC, elle a pour dirigeant responsable El Baba Haïdara, prospère homme d'affaires et ex-député de Tombouctou. Pour le lancement des opérations, elle prévoit d'exploiter un avion Boeing 737.



GS Airlines, le nouveau-né du ciel malgache prend les airs

Madagascar: startup carrier GS debutes commercial operations

GS Airlines, le nouveau venu dans le ciel malgache, a démarré ses opérations. Le transporteur aérien malgache a inauguré lundi 13 janvier 2020, son premier vol régulier entre Antananarivo et Mananjary, via Fianarantsoa. Un vol qui intervient seulement vingt-quatre heures après l'obtention de sa licence d'exploitation (AOC).

Ce trajet, seule ligne pour le moment de GS Airlines, sera exploité en King Air B200 et en Citation C-550B, avions affrétés chez sa compagnie sœur GS Aviation.

La compagnie, filiale du groupe Sipromad (propriété du magnat Ylias Akbaraly), aura d'ailleurs le monopole sur cette route, abandonnée par Air Madagascar, il y a une dizaine d'années, pour des raisons économiques. D'autres lignes

devraient être ouvertes avant le 26 juin 2020. Mais en attendant, GS Airlines doit encore se doter de moyens humains et matériels adéquats. Pour cela, une équipe de professionnels de l'aviation a été recrutée par sa maison mère. C'est auprès de Silverwings Travel & Tours, la filiale touristique du groupe, que se font les réservations des vols du transporteur aérien. Basée à l'aéroport international d'Antananarivo-Ivato, la compagnie vient concurrencer Tsaradia (filiale d'Air Madagascar) et Madagasikara Airways sur le marché domestique.



AIR DJIBOUTI
RED SEA AIRLINES

Air Djibouti renoue avec l'Arabie Saoudite, cinq ans après la reprise de ses opérations

Air Djibouti launches new service to Saudi Arabia, five years after resuming operations

Air Djibouti est de retour en Arabie Saoudite. Cinq ans après la relance de ses activités commerciales, la compagnie nationale djiboutienne a effectué jeudi 2 janvier 2020, son vol inaugural entre Djibouti et Djeddah.

Depuis ce jour, le fleuron national propose désormais deux vols hebdomadaires (les jeudis et samedis) sur cette route. Elle envisage de passer à quatre rotations dans les prochains mois. La ligne est exploitée en Airbus A320, « acquis en leasing et appartenant à une compagnie jordanienne ».

Le directeur général de la compagnie nationale M.

Abdourahman Ali, a insisté sur l'importance qu'il accorde à cette ligne aussi bien au niveau du symbole que du point de vue commercial. Trente ans après sa dissolution, Air Djibouti a relancé ses opérations il y a cinq ans et poursuit progressivement l'extension de son réseau.

L'ouverture de la ligne Djibouti - Djeddah intervient deux semaines après le lancement de sa route Djibouti - Garowe, (capitale de la région autonome du Puntland en Somalie). Air Djibouti vole également à destination d'Addis-Abeba et Dire Dawa en Ethiopie, Mogadiscio et Bosasso en Somalie, Hargeisa au Somaliland, Aden et Seiyun au Yémen.

Hanitra Rasetarinera est la nouvelle directrice générale par intérim d'Air Madagascar

Hanitra Rasetarinera appointed as Air Madagascar acting CEO

Air Madagascar a trouvé la remplaçante temporaire de Rolland Besoa Razafimaharo. Réuni en conseil d'administration mercredi 15 janvier 2020, la compagnie nationale malgache a nommé Hanitra Rasetarinera, au poste de directrice générale par intérim.

Précédemment directrice générale adjointe chargée des finances, elle prend immédiatement la tête de l'entreprise, en attendant l'aboutissement du processus de désignation d'un nouveau DG.

Hanitra Rasetarinera remplace Besoa Razafimaharo, qui a démissionné de son poste il y a un mois. Il avait été nommé le 12 octobre 2017, après le mariage, désormais tumultueux

entre Air Madagascar et son partenaire Air Austral. Depuis sa signature il y a plus de deux ans, le partenariat entre les deux transporteurs continue à se gripper. La compagnie réunionnaise avait promis d'injecter 40 millions de dollars pour le redressement d'Air Madagascar. Il s'agissait de 15 millions en fonds propres, et 25 millions en compte courant, mais sous formes de prêt. La première tranche qui a été versée, correspondait à son entrée dans le capital de la compagnie malgache. La deuxième quant à elle, tarde toujours à venir.

Actionnaire majoritaire (51%), l'Etat malgache s'est lancé à la recherche de nouveaux investisseurs. Mais en vain jusque-là.



AWA et Air Burkina mutualisent leur réseau avec le lancement d'un partenariat interligne

AWA, Air Burkina team up under a new interline agreement

Africa World Airlines (AWA), la compagnie privée ghanéenne et Air Burkina, ont annoncé ce vendredi 10 janvier le lancement d'un partenariat interligne unidirectionnel pour mieux connecter les passagers via le hub d'AWA à Accra.

Dans le cadre de ce partenariat, les passagers du réseau d'Air Burkina peuvent désormais se connecter, à partir d'un unique billet d'avion, sur le réseau d'AWA entre Accra et Lagos, Abuja et Abidjan, ainsi que ses dessertes domestiques au Ghana.

Pour rappel, AWA qui a démarré ses opérations en 2012, opère une flotte exclusive de huit Embraer E145. Son réseau comprend cinq lignes domestiques (Accra, Kumasi, Takoradi, Tamale et Wa) et quatre villes dans la sous-région à savoir Monrovia (Liberia), Lagos et Abuja (Nigeria) et Freetown en Sierra Leone. Les vols vers Abidjan démarreront à partir du 14 février 2020.

Air Burkina, pour sa part, exploite deux Embraer E195 et un Embraer E175. Basée à Ouagadougou, la compagnie dessert les villes d'Abidjan, Accra, Bamako, Cotonou, Dakar, Lomé et Niamey. Lancée en 1967, c'est l'une des plus anciennes compagnies aériennes d'Afrique encore en activité.

Ethiopian Airlines fait de Chennai sa quatrième destination en Inde

Ethiopian Airlines to make Chennai its Fourth Gate into India

Ethiopian Airlines ouvre une nouvelle destination en Inde. A partir 1er avril 2020, la compagnie nationale éthiopienne proposera trois vols hebdomadaires entre Addis-Abeba et Chennai. La nouvelle ligne (vol passager sans escale) sera exploitée en Boeing 787-8 Dreamliner de 270 sièges (24 en classe Affaires et 246 en classe Economie).

Chaque lundi, mercredi et samedi, le vol ET692 décollera de l'aéroport international d'Addis-Abeba Bole à 23h30, pour atterrir à Chennai à 08h10. Dans le sens inverse, le vol ET693 quittera la cité historique indienne à 02h30, et arrivera en

Ethiopie à 06h10. Ethiopian Airlines propose déjà un vol cargo, une fois par semaine, vers Chennai. Dans la foulée, le transporteur prévoit également de modifier son service à destination de New Delhi. A partir de la même date, le fleuron national ne desservira plus la capitale indienne que douze fois par semaine, contre quatorze actuellement.

En dehors de New Delhi et Chennai, Ethiopian Airlines dessert également Bangalore et Mumbai en Inde. Elle est sans concurrence sur ces couloirs.



Congo Airways en 2020 : l'E175 fait son entrée, 9 nouvelles routes en vue, lancement du service cargo, handling et maintenance

Congo Airways in 2020: E175 to be inducted, nine new routes planned, cargo, handling and maintenance services to be launched

Congo Airways ambitionne d'élargir son réseau et de renforcer sa flotte au cours de cette année 2020. En marge de la cérémonie de présentation des vœux organisée par l'entreprise vendredi dernier, le 24 janvier 2020, Désiré Balazire (en photo), le directeur général de la compagnie nationale congolaise, a dévoilé la feuille de route opérationnelle pour la nouvelle année.

Ainsi à compter du deuxième semestre, Congo Airways prévoit de relancer ses vols à destination de Douala au Cameroun, et Cotonou au Bénin. Ces deux lignes ouvertes le 4 décembre 2018 avaient été suspendues l'année dernière.

Elle envisage par ailleurs de s'étendre vers Abidjan (Côte d'Ivoire), Libreville (Gabon), Bujumbura (Burundi) et Bangui (République Centrafricaine).

Sur le plan domestique, Congo Airways projette d'ouvrir trois nouvelles dessertes vers Ngadolité, Lodja et Buta.

Parallèlement, la flotte du fleuron national devra elle aussi être renforcée. Il est prévu l'acquisition de deux Airbus A320 (ou Embraer E190) qui viendront combler le départ de deux autres qui iront en maintenance pour un C-Check. Congo Airways ambitionne de mettre également en service un avion-cargo pour le lancement des opérations fret.

A partir du 4e trimestre, le « léopard volant » va prendre livraison de son premier Embraer E175. Le transporteur a signé le mardi 10 décembre 2019, une commande ferme pour l'acquisition de deux unités, avec des droits d'achat pour deux autres pour une valeur totale de 194,4 millions USD (en incluant la clause optionnelle).

Dans le cadre de diversification des activités, Balazire Bantu, a en outre annoncé la finalisation des activités de handling et la mise en place d'un atelier de maintenance.

Pour rappel, le transporteur aérien dispose actuellement d'une flotte de quatre avions (deux Airbus A320-200 et deux Dash 8). Basé à l'aéroport international de Kinshasa-N'Djili, elle dessert les principales villes de la République Démocratique du Congo, ainsi que Johannesburg en Afrique du Sud.

Air Sénégal ira à Genève en Suisse, en juin prochain

Air Senegal to begin Geneva service next June, its fourth gate into Europe



« Nous sommes heureux de vous annoncer l'ouverture de nos vols Dakar-Genève-Dakar à partir de ce 18 Juin 2020 ». C'est par cette information qu'Air Sénégal a annoncé, hier vendredi 7 février, le démarrage officiel de ses activités vers la Suisse, son troisième pays en Europe.

A cette date, la compagnie nationale du Sénégal proposera trois vols par semaine les lundis, jeudis et samedis. Au départ de l'aéroport international Dakar Blaise Diagne, le vol HC409 partira à 00h50 GMT pour arriver à Genève à 08h25, heure locale. Au retour, le vol HC410 quittera la

capitale mondiale des institutions internationales à 09h55 pour se poser sur le sol sénégalais à 13h50GMT. Air sénégal sera sans concurrence sur cette route qu'elle exploitera avec un appareil A321 (pris en leasing) configuré en 16 sièges en classe Affaires et 149 sièges en classe Economie. Pour la direction de la compagnie, l'ouverture de cette ligne constitue un « atout supplémentaire pour la Genève Internationale ainsi qu'une opportunité pour les milieux économiques et la communauté africaine francophone de la région ».

Rappelons qu'en Europe, Air Sénégal dessert déjà Paris et Marseille en France ainsi que Barcelone en Espagne. Pour 2020, le transporteur qui exploite deux A330neo, vise également Londres en Angleterre ainsi que New York et Washington aux Etats Unis.

Le Rwanda signe son 101e accord bilatéral sur les services aériens avec la Tunisie

Rwanda signs its 101st bilateral air agreement after finalizing the latest with Tunisia

Le Rwanda continue de densifier sa coopération en matière de transports aériens. Lundi 10 février 2020, le ministre rwandais des Affaires étrangères et de la Coopération internationale, Vincent Biruta, et le secrétaire d'Etat aux Affaires étrangères tunisien, Sabri Bachtobji, ont signé un accord bilatéral sur les services aériens (Basa) entre le Rwanda et la Tunisie.

Les documents ont été paraphés en marge du 33e sommet de l'Union Africaine. Il s'agit du 101e Basa signé par le Rwanda. Il intervient trois jours seulement après celui conclu entre le Rwanda et la Somalie. La signature des tous ces accords s'inscrit dans le cadre de l'implémentation du Marché unique du transport aérien africain (Mutaa), et la Zone de libre-échange continentale (Zlec). « Il s'agit de faire en sorte que le libre-échange, la libre circulation des services, la libéralisation du ciel africain soient une réalité. Donc, nous donnons l'exemple en veillant à ce que cela se produise », déclarait



Claver Gatete, le ministre rwandais de l'Infrastructure. La signature de ces différents accords aériens intervient moins de trois semaines après la promesse de Paul Kagame, le Président du Rwanda, d'exempter de visa les citoyens des pays membres de l'Union africaine (UA), de la Francophonie et du Commonwealth. Ce sont plus de 90 pays qui seront concernés par cette mesure d'exemption. Au final, ces Basa représentent autant de potentiels nouveaux marchés pour Rwandair, la compagnie nationale rwandaise.

Egyptair réceptionne le premier des quinze Airbus de la famille A320neo

Egyptair receives the First of Fifteen Airbus in the A320neo Family

Egyptair, a pris livraison vendredi 14 février 2020 à Toulouse, de son premier A320neo. Immatriculé SU-GFJ (msn 9473), l'appareil est motorisé par les LEAP-1A de CFM International. Cette acquisition est le premier des quinze unités conclues avec AerCap, en novembre 2017 en marge du Dubaï air show, dans le cadre d'un contrat de location-exploitation à long terme. Lors du dernier salon aéronautique de Dubaï (novembre 2019), les deux parties se sont mis d'accord sur la conversion en A321neo de sept unités de cette commande. Ces avions viendront remplacer la flotte actuelle d'A320 et A321, âgé de plus de 17 ans.

Parallèlement, Egyptair a réceptionné, depuis l'an dernier huit A220-300 (quatre autres unités sont encore en commande) ainsi que six Boeing 787-9 Dreamliner. Elle attend deux autres 787-9 Dreamliner, toujours pris chez AerCap, le premier livrable en 2021, et le second en 2022.

L'objectif final de ces acquisitions est le renouvellement de 50% de la flotte du groupe, et le franchissement du cap de cent avions d'ici 2027. Il est également question de passer la moyenne d'âge de la flotte à moins de 5 ans. La holding Egyptair compte actuellement 69 avions d'une moyenne d'âge de 8 ans.



En 2019, Air Côte d'Ivoire a transporté plus de 760 mille passagers et l'aéroport d'Abidjan a accueilli plus de 2,2 millions de voyageurs

In 2019, Air Cote d'ivoire handled 760 mil passengers while Abidjan int'l airport welcomed 2,2 millionstravellers

Le transport aérien a connu une nette amélioration en Côte d'Ivoire en 2019. C'est ce qui ressort du bilan fait par Amadou Koné, le ministre ivoirien des Transports, ce jeudi 30 janvier 2020. Un bilan dressé en marge de la cérémonie de présentation des vœux de nouvel an organisée par son administration.

On retient qu'Air Côte d'Ivoire a transporté 761 734 passagers en 2019, et demeure la première compagnie en Afrique de l'Ouest et du Centre, avec environ 52% de part de marché. « Afin de permettre le développement de la compagnie nationale, l'État a adopté le 8 Janvier 2020, un plan dit de compétitivité au profit de la compagnie, devant lui permettre à terme de générer des revenus additionnels ou des économies de coûts chiffrés à environ 11 milliards de Francs CFA par an », confie le ministre.

De son côté, l'aéroport international Félix-Houphouët-Boigny a atteint 2 271 700 passagers en 2019, contre 2 187 868 en 2018 ; soit une progression de 3,3%. Les travaux d'extension de la plateforme aéroportuaire d'Abidjan, qui devraient commencer prochainement, vont lui permettre de passer de 2 à 5 millions de passagers par an, dans sa première phase. Sur le plan de la sécurité, la plateforme bénéficiera d'un balisage de piste au premier semestre 2020.

À ce jour, des discussions sont en cours entre l'Etat ivoirien et Ethiopian Airlines, pour le lancement de liaisons directes Abidjan - Montréal et Abidjan - Washington. Actuellement, la compagnie nationale éthiopienne effectue trois vols hebdomadaires entre Abidjan et New York, en provenance d'Addis-Abeba.

Congo Airways rejoint l'Association des compagnies aériennes d'Afrique Australe (AASA)
Congo Airways joins Airlines Association of Southern Africa (AASA) as 21st Carrier Member



South African Airways, EswatiniAirlink, TAAG, Safair et MEX - Mocambique Expresso Airline.

Lancé en 2015, Congo Airways dispose actuellement d'une flotte de quatre avions (deux Airbus A320-200 et deux Dash 8). Basée à l'aéroport international de Kinshasa-N'Djili, elle dessert les principales villes de la République Démocratique du Congo, ainsi que Johannesburg en Afrique du Sud. Pour 2020, elle vise six nouvelles routes régionales à savoir Douala et Cotonou (vols de relance) ainsi qu'Abidjan, Libreville, Bujumbura, et Bangui. Congo Airways est aussi membre de l'AFRAA et l'IATA.

L'AASA a été créée en 1970 en tant qu'organisme industriel à but non lucratif, représentant initialement les intérêts communs des compagnies aériennes de l'Afrique du Sud. Après la réadmission du pays dans le concert des nations en 1994, le mandat de l'AASA a été élargi pour représenter les transporteurs du sud de l'équateur, y compris ceux des îles de l'océan Indien.

AASA compte par ailleurs, 37 membres associés, dont des fournisseurs de services aéroportuaires, des sociétés pétrolières, des constructeurs d'aéronefs, des fabricants de moteurs, des sociétés d'assistance en escale, des fournisseurs de services et d'autres associations industrielles et partenaires. Le sud-africain Chris Zweigenthal est le CEO actuel de l'AASA et ZuksRamasia, PDG de South African Airways, est la présidente en exercice.

Congo Airways continue de renforcer sa collaboration avec les compagnies sœurs du continent. Le transporteur national de la République Démocratique du Congo est le nouveau membre de l'Airlines Association of Southern Africa (AASA). L'organisation l'a fait savoir ce mercredi 5 février 2020. Avec cette adhésion, Congo Airways devient le 21e transporteur membre de l'AASA. Le transporteur rejoint Air Austral, Air Botswana, Air Mauritius, Air Namibia, Air Zimbabwe, Air Link, Cemair, Comair, Kukula, LAM, Federal Air, Fly Blue Crane, ProflightZambia, SA Express, Mango,

What does 2020 hold for Aviation in Africa?

Strategic Leadership Reflections

Dr Adun Okupe

This piece is based on the insights shared at the roundtable discussions organised by Aviators Africa in December 2019 at the Radisson Blu Hotel, Ikeja. In attendance were key representatives from senior management in the African aviation industry who provided reflections on the industry for 2019 and shared insights on the key issues and challenges affecting the industry, together with possible means of addressing these issues to further develop the aviation industry in Africa.

The roundtable organized by Toni Ukachukwu of Aviators Africa magazine comprised leading CEOs and stakeholders in the aviation industry in Sub-Saharan Africa from Trove Capital, Asset Management Corporation of Nigeria (AMCON), Tropical Arctic Logistics, Airbus, Rwandair, Sahcol, Nelike Capital, Avero Partners and other leading aviation companies.

The aviation sector remains a critical component of the transportation system and is one of Africa's most promising sectors. The seamless and efficient movement of people and cargo remains a challenge on the continent and the ensuing socio-economic gains it can present for businesses and the African economy. Africa is a vast continent with over 380 airports - 163 international airports - with some in better condition than others.

To get to its desired potential, there are key issues that need to be addressed: professional management expertise, sustainable aircraft financing, data and intelligence, route planning, financial management and airline operations, airport design and customer experience.

Professional management expertise

aviation management needs to be upskilled to improve the level of

professional expertise and ensure sustainable business continuity of the aviation industry. This is particularly important for growth and the development.

Short-term orientation of investors and financial institutions

aviation-related projects are highly capital-intensive and require long-term orientation. The Africa Development Bank (AfDB) Group, alongside other donor institutions such as the World Bank Group, European Investment Bank and other Development Financing Institutions (DFIs) have been responsible for providing financial and technical support to aviation stakeholders in Africa. Regardless of the financing mechanism ultimately implemented, it should guarantee the financial sustainability of the overall civil aviation system. Furthermore, the AfDB should address as a form of intervention the support of the Regional Economic Communities (RECs) in harmonizing regulations with an emphasis on air transport taxes, fees and charges and enhancing their economic oversight capacity; and support and strengthen the continent-wide aeronautical industry (MROs, ground handlers, etc.).

Passenger and aviation data

the aviation industry in Africa is data-deficient affecting its capacity to make evidence-based strategic decisions that can impact positively on its growth. The continent experienced an economic boom and tourism in Africa grew by nine per cent in 2017. It is interesting to note that while Africans make up 12 per cent of the world's population, they make up just 3 per cent of the world's travelers.

What could be the reason behind such low patronage? Access to existing and potential passenger data could inform

airline investors on travel behaviour of passengers, how best to boost their operations and make airline transport attractive and sustainable, whilst striving to minimize easily avoidable losses. Relevant and timely data can provide insights for leaders to be able to make strategic decisions to better predict and evaluate performance. In the same vein, key performance metrics need to be developed for the continent, to focus on the supply side (businesses), as well as the demand side (customers) of the aviation industry. With statistics such as Revenue Passenger Kilometre (RPK) and Available Seat Kilometre (ASK), airlines would be better equipped to minimize cost and maximize profit.

Route Planning

some destinations are heavily served by carriers (for example, Lagos and Abuja in Nigeria) sometimes leaving their departure points only half-full while other States (in Nigeria) do not have adequate service to meet demand. This presents the opportunity to re-strategize and route airline travel in a way to create new aviation hubs in different states, and the habit of airlines pooling all their resources towards a few states.

Weak financial management

A study by the International Air Transport Association (IATA) in 2018 revealed that Africa was the weakest airline region in the world, and the position was expected to be retained in 2019, with a projected \$300m net loss. This is partly due to its inability to generate adequate load factor, as well as the poor financial performance of airline operators. The focus in the aviation industry for 2020 needs to be on improving the effectiveness and efficiency of service. While there is the appeal of high passenger jets for image promotion, data should guide aircraft order decisions for better profitability.

As different airlines function differently in contrasting weather conditions, the local climate should be taken into consideration before determining the type of aircraft to be purchased. Purchasing decisions also need to consider the availability and cost of supply of spare parts and how frequently the carrier needs to be maintained, together with a detailed assessment of the maintenance costs.

Aircraft maintenance

Africa is still underdeveloped despite its huge market potential. Failure by a few Maintenance Repair Organisations (MROs) to pool resources and equipment is costing millions of dollars in capital flight to Africa. Since aircraft maintenance is capital intensive and requires technical expertise, aircraft repair organizations should consider options such as pooling of skills, spare parts and resources should be considered to have the competitive edge. Professional know-how further translates in the purchase of durable and cost-effective aircrafts, as records have shown that it is not uncommon for aviation companies in Africa to purchase commercially obsolete aircrafts, as was the case of Arik Airlines that fell victim to a \$260m (N91bn) business disaster, in which two A340 planes were rendered defective within 4 years of purchase. When/how can we ensure that more airline maintenance can be conducted on the continent?

Governance of airlines

This remains an issue with the need for institutions to conduct detailed assessment and reviews of airlines. It is important for airlines to adhere to corporate governance standards and begin to consider sustainability and efficiency issues that include employee working conditions, capacity building and contributions of the industry to the local environment. What is the level of

accessibility and the experience of airports on the continent? How are aviation leaders addressing these challenges?

Airport accessibility

The condition of most airports in Africa leaves a lot to be desired in terms of aesthetics, maintenance of terminals and convenience facilities, customer care and professionalism in handling complaints, and ease of arrival/departure. In a 2019 passenger survey by Skytrak, a UK-based international air transport rating agency, only 4 airports in Africa were ranked amongst 100 best airports in the world - Cape Town Airport ranked 1st in Africa and 22nd in the world, Johannesburg International Airport ranked 2nd in Africa and 33rd globally, Durban International Airport ranked 3rd in Africa and 29th overall while Mauritius International Airport ranked 4th in Africa and 94th in the world. On the other hand, 4 out of 10 airports in Africa were ranked among the worst international airports in the world for 2019 by Sleeping in Airports, including Juba International Airport (Sudan), Cairo International Airport (Egypt), Addis Ababa Bole International Airport (Ethiopia) and Murtala Muhammed International Airport (Lagos, Nigeria). These statistics imply that airport infrastructure in Africa needs serious consideration of the efficiency of and the aesthetics within the airports.

An opportunity is to see how to institute easily accessible idle pension funds for long-term credit investment to airline operators. The Government Pension Investment Fund (GPIF) by Japan could serve as a model for investors, which was created to achieve the investment returns required for the public pension system with minimal risks, solely for the long-term benefit of pension recipients through



performance-based management fees. With the population growth and the African Continental Free Trade Agreement (AfCFTA), there are immense opportunities right now for the airline industry to grow and also be financially sustainable. Airlines in Africa need to come together and actualize these solutions together with public sector organizations and other stakeholders, within the context of their local environment, and tailor strategies to meet local realities. In order to boost economic development through trade and tourism, sustainable solutions to Africa's failing aviation sector needs to be harnessed, as the potentials for growth and fiscal stability are enormous.



Aviation Leadership CEOs Forum (ALCF)

Aviation Leadership CEOs Forum (ALCF) is a quarterly event that seeks to get the decision makers in the Aviation value chain in Africa together to discuss challenges facing African Aviation and proffer solution with white paper. The first edition was held at Radisson Blu Hotel, Ikeja, Lagos Nigeria.



Passenger Flow and Waiting Times at Airports

By Shingai George

Air travel is often associated with waiting. Hours of standing in line to check in, getting through security and board contributes to a stressful travel experience. With the number of passengers increasing annually, airports are keen to find innovative ways to improve passenger flow.

Airports are a central theme at the heart of overall travel experience. Increasing passenger volumes are putting a strain on already stretched airport facilities, this has inevitably made the time spent in an airport less than enjoyable. Airports are an amalgamation of different functions. On departing, a passenger will typically go through check-in, baggage, security, immigration, customs, duty-free shopping and finally boarding. At each of these phases, a passenger will have some waiting time. Upon arrival, this course works in reverse, except there is no check-in.

A lot of research has been conducted in an attempt to improve efficiency and reduce waiting or entirely eliminate waiting times at airports. However, the case for reducing waiting times at airports goes beyond traveller experience. It's been recognized that if

passengers have a smooth and quick passage through an airport, cost savings and overall improvements in efficiency can be realized.

In October 2019, the International Air Transport Association's (IATA) released their 2019 Global Passenger Survey, which indicated that passengers are looking for reduced waiting times. The survey indicated that 80 per cent of passengers want to wait no longer than three minutes to drop off a bag. This increased to 10 minutes for queuing at immigration/customs for 79 per cent of travellers. Passengers (74 per cent) also want to wait no longer than 10 minutes for baggage delivery.

Operational Silos

A primary cause for long waiting times is that the various functions that enable a passenger's journey through an airport operate in silos. We must understand

how all processes affect or influence each other. A holistic approach to decision making and resource allocation will remedy any bottlenecks in the system.

Another cause for inefficient passenger flow is poor or ambiguous signage. Passengers can easily end up queuing at the incorrect check-in counter, immigration desk or boarding gate. And this does compound congestion in an airport.

Unquantifiable Cost

The true cost of long waiting times is overlooked as it is not easy to accurately quantify.

Let us consider the following scenario: An airport earns US\$30.00 in airport charges from a passenger.

Let us assume that the passenger has arrived at the airport at least two hours before departure during low season. The traveller waits at check-in for 30 minutes; After that waits a further 10 minutes at security; Then has to wait at immigration for 20 minutes; If there are items to declare at customs, this can easily add another 15 minutes; Finally boarding queuing time can be 5 minutes (assuming it's not a full flight).

So, when we tally the time spent at the airport, it comes to 50 minutes. On a busy day during the high season, this total waiting can nearly double to 90 minutes.

We often say that 'time is money'. So at this point, if we were to attach a monetary value to the time spent, it will exceed US\$30.00, and thus the airport will be haemorrhaging money. So, what are the possible solutions?



Applying Foresight

It is critical to predict potential 'pressure points' before they metastasize into bottlenecks. Big Data Analytics helping airports gain a better overview of where or when additional resources (or manpower) is required.

Video Analytics is also being used as a tool. Tokyo Haneda Airport has implemented 'Waiting Time Forecast System', coupled with Crowd behaviour analysis technology, which detects crowd congestion via a video stream utilising 3D stereo-visual sensor.

Single-token Travel Leveraging Blockchain

A single biometric identity token will be used across all subsequent checkpoints all the way to boarding. This eliminates the need for multiple travel documents and enables ease of access through the various stages of a traveller's passage through an airport. Single-token travel can shave off several minutes from a traveller's total waiting time at an airport.

It also has the added benefit of making passenger data highly secure, confidential and tamper proof. Single-token travel will be a godsend for passengers on connecting flights at major transit hubs. Reduced waiting time means less passengers missing their onward connections.

Trials of biometric boarding have taken place with more trials coming online in the U.S.A, Asia, and Europe. However, roll outs will not be rapid. So why the slow pace of implementation in some regions? Firstly, Blockchain, (the technology behind single-token travel) capabilities and limitations are still not widely understood. Secondly, Data privacy is still a major concern, especially in Europe. Standards and policies still need to be put in place before travel can become completely 'paperless' and passports become a thing of the past.

Remote Check-in and Bag drop Kiosks

A Remote Check-in Kiosk is a check-in

desk which is installed at a location not on the airport premises, for example at a shopping mall or hotel. This provides ease of convenience by enabling travellers to check-in and drop off bags prior to arriving at the airport, therefore when a passenger arrives at the airport, they simply proceed directly to security screening, and thus reduce overall time spent in the airport.

This concept was pioneered at The Dubai Mall, one of the largest retail centres in the world. This also provides travellers with the opportunity to shop before they continue to their destination.

The Future

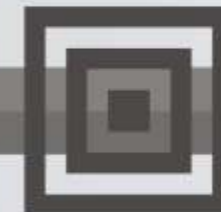
It is safe to say the passenger experience at our major hubs can only get better. Single-Token travel is here to stay. Processes will continue to be improved if Civil Aviation authorities continue to create an enabling environment for innovative solutions. Creating a seamless airport experience at all airports requires collaboration among all stakeholders concerned.





M.D. AMCON

AHMED LAWWAN KURU



Ahmed Kuru is a career banker with professional experience spanning over three decades across Investment Banking, Risk Management, Operations, Human Capital Management and Marketing amongst others.

Prior to his appointment as the Chief Executive of Asset Management Corporation of Nigeria (AMCON) by the Presidency on August of 2015, Kuru served as the Managing Director/CEO of erstwhile Enterprise Bank Limited. His ingenuity at turning the then beleaguered bank around and returning it to profitability earned him the famous name in the financial sector as the turn-around-agent.

Confronted with a herculean task at AMCON whose total debt obligation of over N5trillion, represents over 50% per cent of the 2019 national budget; 30 per cent of the 2019 total national debt, and 10 per cent of the country's nominal gross domestic product in 2019; Kuru who is driven by result hit the ground running.

As expected, some far-reaching changes he introduced at the Corporation increased the tempo of recoveries and strategically refocused AMCON on value enhanced exit of its portfolios, which encompasses continued negotiations and resolution of loans through cash recoveries, asset forfeitures via negotiation or enforcement; capital restructuring for short to mid-term exits as well as joint venture arrangements for asset operations and land development.

His creative leadership methodology at the government agency has led to the repositioning of AMCON's debt recovery approach as he has strengthened the legal and credit restructuring units to collaborate and perform more efficiently with asset tracing engagements, to enable AMCON recover much more. As a result of this, AMCON was able to successfully divest 100 per cent of its equity holding in Keystone Bank Limited, the last of the bridge banks in the book of AMCON.

The Corporation also saved Arik Airlines (the largest local carrier) and Aero Contractors (the oldest carrier) from shutting down operations.

Irrespective of the economic challenges of last year when the country experienced recession, AMCON did not just recover over N134billion in 2016 when he assumed office, the Corporation in 2018 saved Polaris Bank (former Skye Bank) with a strategic investment of N896billion.

Till date, AMCON has recovered over N1trillion and counting. Under his leadership, the Corporation is exploring the creation of robust Real Estate Investment Trust Scheme (REITS) that would provide market driven exit for AMCON's real estate assets as well as additional capital market instruments for institutional investors such as the Pension Fund Administrators (PFAs) and other interested parties. AMCON is engaging with financial advisers, private equity and mezzanine Funds as potential partners for joint venture and other capital restructuring arrangements.

Before Kuru arrived at AMCON, he previously served as Managing Director/CEO of erstwhile Enterprise Bank Limited; Executive Vice Chairman, Emeritus Capital Limited; Executive Director of the old Bank PHB Plc, and held very senior management roles at Habib Bank of Nigeria.

Mr. Kuru attended the prestigious Ahmadu Bello University (ABU), Zaria where he obtained degrees in Business Administration as well as MBA. He has attended various international programmes including IMB, Switzerland, the London Business School, Columbia Business School, New York, as well as Harvard Business School.

The dedicated corporate player has served on the Board of over 30 organisations and is currently playing key roles in a number of them. He is an outstanding and experienced corporate executive with proven leadership attributes; a community builder, motivational speaker and a mentor.

Kuru is also a Fellow of both the Chartered Institute of Credit Administration, the Chartered Institute of Bankers Nigeria (CIBN) and Institute of Directors (IoD), just to mention a few. He is married with children.

OVERVIEW OF AMCON

Asset Management Corporation of Nigeria (AMCON) was established July 19, 2010, when the President of the Federal Republic of Nigeria signed the AMCON Act into Law. The Corporation was created to be a key stabilizing and re-vitalizing tool to revive the financial system by efficiently resolving the non-performing loan assets of the banks in the Nigerian economy.

AMCON is a sui generis statutory corporation with narrow and specialised statutory functions. The primary purpose for the establishment of AMCON is the procurement and management of Eligible Bank Assets (EBAs) and Eligible Equities (Ees).

AMCON's notable achievements are: Acquisition of Non-Performing Loans (NPL) from banks. AMCON acquired over 12,000 NPL worth N3.6 trillion from 22 banks
Recapitalisation of banks - AMCON injected equity directly in the intervened banks that had negative shareholders' funds
Stabilisation of the financial industry - about N4.7 trillion of depositors' funds and interbank takings were protected and about 14,000 jobs were saved as a result of its intervention in the banking sector.

At the heart of AMCON's statutory mandate is the recovery of Non-Performing Loans (NPL) and the enforcement and realisation of collateral. Therefore, AMCON is imbued with the powers under the AMCON Act, to, inter alia, realise any security that an EFI could have realised and in turn, enforce any rights or interest on any asset in relation to the EBAs acquired pursuant to the AMCON Act.



“
I think Nigeria, given her position in Africa, should have a National Carrier that is private sector owned.
”

AA: Give us a general overview of AMCON and its statutory function.

AK: It is very simple. Due to the global financial crisis of 2008/2009, countries all over the world had to set out structures to respond to the financial crisis because what the financial crisis did was to affect businesses. And by affecting businesses, financial institutions were also affected. Quite a lot of facilities became bad. Banks were not able to pull its weight to help small and medium scale industries. What was done in Nigeria was to create an opportunity where an entity will be

established that will have the responsibility of buying non-performing loans from commercial banks, provide liquidity for them in exchange so that they can unlend to the customers in response to the global financial crisis. And also, that institution was armed with the responsibility to provide financial accommodation to the banks because it is the banks that represent the financial infrastructure of any economy. If they are weak, then the economy is weak. If they are strong, that means the economy is very strong. At that time, the non-performing loans had risen to somewhere above 50% in

terms of ratio and it's supposed to be around 5%. So AMCON was created to address that issue and because of that creation, more than 3.1 trillion of depositors' money were saved.

More than 15,000 jobs were protected and there was more confidence in the economy because banks now were stronger. The weaker ones were merged and then the stronger ones are able to now unlend to the customers. Now that is one lane. The second lane is, after buying those non-performing loans from the banks, AMCON now has the responsibility to restructure and recover



La deuxième étape est, qu'une fois que ces prêts non performants ont été achetés auprès des banques, AMCON a maintenant la responsabilité de restructurer ces banques et de récupérer ces prêts parce que l'argent des contribuables, à ce moment, n'était pas destiné à cette action.

Ainsi depuis 7-8 ans, AMCON récupère l'argent de ses prêts achetés auprès des banques de manière à respecter ses engagements financiers et s'assurer qu'il n'y a pas de recours à l'argent des contribuables.

Donc, fondamentalement, AMCON n'est qu'un catalyseur. C'est une plateforme de gestion d'actifs pour acheter des prêts non performants et fournir un accommodement financier en raison de la crise financière mondiale, car normalement les pays ne créent pas de sociétés de gestion d'actifs comme ça. Ils doivent répondre à une crise de nature mondiale.

AA: Quelles ont été les réalisations de AMCON sous votre direction ?

AK: Nous avons fait beaucoup de choses. Et bien sûr, nous saluons les personnes qui ont travaillé avec AMCON depuis le début du processus. Lorsque nous sommes arrivés, ce que nous avons fait était de rationaliser davantage l'effort de relance du système.

Nous avons mis en place une gestion d'actifs auprès de partenaires car nous avons réalisé que sur les 12 700 prêts achetés auprès des banques, plus de 80% de l'obligation représente moins de 20% des débiteurs. Ce que je veux dire ici, c'est que le montant que nous avons payé, il n'y a qu'environ 20%, soit environ 350 débiteurs, qui représentent plus de 80% de notre obligation de 5,4 billions dont nous parlons toujours. Alors, pourquoi devons-nous dépenser autant sur les 80% qui ne représentent pas jusqu'à 20% de l'encours total, nous nous concentrons donc sur 80% de notre portefeuille qui ne compte que 350 débiteurs, de sorte que le reste des 12 400, nous définissons ce que nous appelons Asset Management Corporation et nous travaillons en

partenariat avec eux et leur donnons la responsabilité de récupérer et, ce faisant, nous avons également créé plus de 50 000 emplois parce que des avocats seront engagés, des arpenteurs-géomètres seront engagés, des banquiers et également des évaluateurs de succession, pour aider dans la efforts de rétablissement.

Deuxièmement, nous avons également récupéré plus de 1000 milliards de nairas de cet argent. Nous avons vendu des actifs de plus de 500 milliards de nairas. Nous avons transformé beaucoup d'entreprises. Les entreprises grâce auxquelles nous avons accordé des financements ont pu reprendre vie.

Nous avons pu protéger plus de 50 000 emplois. Nous avons été en mesure de financer de nombreuses banques afin qu'elles puissent rester solides et payer leurs clients. Donc, en gros, ce sont certaines des choses que nous avons faites.

AA: Arik Air et Aero Contractors sont sous la direction d'AMCON. Quelle est leur situation actuelle ?

AK: Ces deux transporteurs sont en bonne santé, je pense, dans la mesure où ils volent en toute sécurité et Aero Contractors performe encore mieux. Avec une dizaine d'avions, Aero Contractors est solide, profitable et s'améliore de jour en jour. Merci à la direction du capitaine Ado Sanusi (CEO d'Aero Contractors, ndlr) et nous sommes satisfaits de ce qu'ils font.

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AA: Que pensez-vous la fusion ou dissolution d'Arik Air et d'Aero Contractors pour former un transporteur national ?

AK: Je ne veux pas entrer dans une controverse quant à savoir si Arik Air et Aero Contractors devraient faire partie du projet de la future compagnie nationale. Je n'ai jamais dit qu'Arik Air ou Aero devraient faire partie de ce plan. Arik et Aero ne peuvent pas faire partie du projet, en tant que compagnies, mais les actifs qui sont dans Arik Air pourraient soutenir l'initiative d'un transporteur national. C'est ce que j'ai dit récemment.

Arik Air ne peut pas être un transporteur national. C'est une compagnie fortement endettée en tant qu'entreprise, mais les actifs (le hangar, le bâtiment administratif et les avions...) qu'elle dispose ne l'appartiennent pas, mais sont plutôt la propriété des créanciers. Si vous allez à Arik, certains actifs appartiennent à Afriexim, d'autres à des banques nigérianes, et d'autres à AMCON.

J'estime donc que ces actifs pourraient soutenir le futur transporteur national, en particulier dans un environnement où nous avons des problèmes de financement. Je maintiens que la future compagnie nationale devrait être dirigée par le secteur privé.


A paper presented by Mr. Ahmed Kuru, Managing Director/Chief Executive Officer, Asset Management Corporation of Nigeria (AMCON) at the 10th Anniversary Lecture of Aviators Africa Magazine on Saturday December 7, 2019 at Radisson Blu Hotel Ikeja, Lagos


The Publisher/CEO and management of Aviators Africa Magazine

Captains of Industry in Aviation Sector

Invited Guests

Gentlemen of the Press

Ladies and gentlemen.

Let me join the organisers in welcoming you all to this "Aviation Leadership CEOs Roundtable" where matters of mutual concern especially will be discussed. I want to believe it is a no holds barred interaction because the aviation industry in Nigeria is nowhere near where it belongs in Africa. The organisers have asked me to specifically focus attention on "Aircraft Financing: The Issues & Challenges of Asset Management Corporation of Nigeria (AMCON).

I will briefly provide an abridged overview of AMCON and how it ended up as a major player in the aviation sector in Africa's most populous nation. For the purpose of this gathering and for the benefit of some participants that are here from outside of Nigeria, I would like to take your minds back to the global financial crisis of 2008/2009, which had adverse effect on the Nigerian economy. Recall in 2008, at the onset of global financial crisis, there were foreign portfolio withdrawals of credit lines and investment from Nigeria. The stock market also collapsed leading to loss of about 80% of its value just as there was a major banking crisis due to poor risk management that led to increase in the non-performing loans of the banks.

AMCON was basically created as an interventionist agency – to Acquire Eligible Bank Assets (EBA) from Eligible Financial Institutions (EFI) and to purchase or otherwise invest in equity securities on such terms as the Corporation deems fit in accordance with the provisions of the Act. AMCON was also to efficiently manage and dispose EBAs acquired by the Corporation in accordance with the provisions of this Act; and obtain the best achievable financial returns on EBAs or other assets acquired by it having regard to: protecting or enhancing the long-term value of assets; cost of acquiring and dealing with assets; AMCON's cost of capital, and other costs and guidelines or directions issued by the CBN.

For us at AMCON, we believe that forums like this one organised by the management of Aviators Africa Magazine should be encouraged and supported because our country needs all the developmental discussions, financial and technological wisdom in the world to enable us steer the economy of our nation to the very top where it belongs. In doing so, we cannot also overemphasise the critical role of the aviation sector. I am particularly impressed that a media house, Aviators Africa Magazine is taking the initiative to drive this campaign.

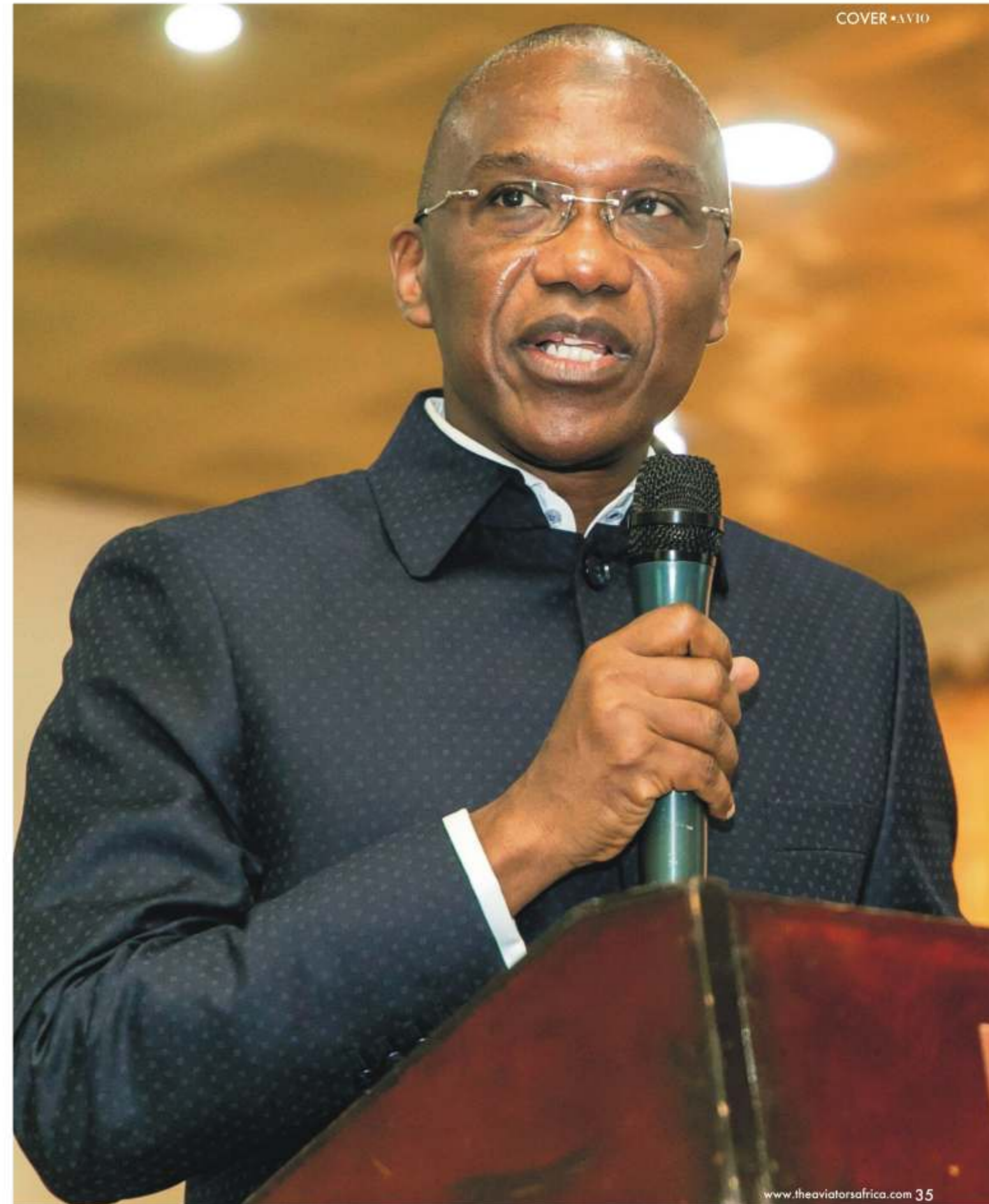
In my opinion, the aviation sector, which is a critical component of the transport bouquet is perhaps one of Nigeria's most challenging sectors; especially in the light of the massive need for infrastructure development in air, rail, road and sea transport to ensure seamless movement of people

and cargo. Regardless of the mode of transport – air, rail, road or sea, the aviation (transport) sector has proved to be a catalyst for the economic development of nations. It is the wheel that drives economic activities. The air transport sector facilitates trade, tourism; boosts productivity in the economy; improves efficiency in the supply chain; it is an enabler for investments; can spur innovation, facilitate commerce and provide fast and reliable delivery of cargoes and services.

CHALLENGES OF AIRCRAFT FINANCING:

From what we now know, there are serious issues in aircraft financing because our people dabble into the business of aviation with the wrong capital mix. On the other hand, the banks who are the primary source of funding also have short term views about the business. Banks that have attempted to fund the business in the past neither had the deep expertise nor carried out proper due diligence before committing their funds. The banks lack both the financial capacity as well as the expertise in personnel to critically analyse the business and its associated risks before throwing their money into aircraft/aviation financing.

Because the banks do not understand the business, it is easy for any 'sharp businessman' with dubious intentions to approach them with dodgy proposal to float an airline just to get loans that he knows will go bad shortly after. Such cases abound in the industry. No wonder Nigerian banks, having watched the trend of the short lifespan of aviation investment shy away from further funding.





The previous management of Arik with out carrying out serious feasibility studies some years back bought two A340 planes for \$260million dollars and within four years, it was discovered that the planes are commercially obsolete. So even with that huge capital outlay, the two planes were not able to operate to generate the money to service the huge debt, not to talk of making profit. This is just one of many.

In such a situation, in as much as we blame the investor for not knowing the right planes to buy, the banks also have a share of the blame. If they had expertise, they would have guided against the purchase of commercially obsolete planes. Ladies and gentlemen, the \$260million dollars, Arik management wastefully spent buying the two aircraft at that time was enough to buy telecommunications operating licence like MTN, Globacom and others did.

If due diligence was carried out, that money would have been enough to buy four or five of other specification of commercially viable aircraft that would still be flying today and making money for the company, meaning that the loan would also not have gone bad. But as I speak with you, the multimillion-dollar investments are parked at the airports and could be regarded as scrap. The cost of overhauling the engine of one Arik's Boeing (B737-700 or 800)

series is equivalent to the cost of buying a classic B737 - 300. It is not prudent at all. Arik under the erstwhile management before AMCON intervention did not maintain reserves.

Under the current team, AMCON has overhauled over eight B737 engines and carried out more than 15 Checks with many more in shops. Airline management is not a business for those that are not prudent. Without sounding

immodest, I can tell you that we are quite proud of these achievements at Arik.

There is also the issue of over invoicing of plane purchases by airline owners who prefer to take their profit upfront to the detriment of the business. Again, because the banks do not understand the business, they let airline owners get away with such sharp practices because once the aircraft is over invoiced, the collateral the bank is holding is deficient. It will only be a matter of time before the business fails.

Financing aviation is also challenged with high interest rate regime because almost everything in running the business is imported. There is lack of good corporate governance principles in the sector as most of the airlines operate as a one-man-business. Critical decisions are taken by one man whose decision cannot be questioned or challenged by a Board like is the case in organised environment. There is the issue of high cost of fuelling the aircraft as well as the different charges that make the business unattractive. We can go on and on.

Today, convincing the banks to invest in aviation is difficult, which is why the CBN should consider incentives that will encourage banks to fund aviation in Nigeria because it is such a critical sector of any economy. The apex bank should also motivate banks to go into airline asset securitisation, just as the government should create the enabling environment that would enable airlines to set up leasing companies in a well-tenured manner. The government can consider the idle pension funds for this venture so that operators will enjoy long-term credit.

Indeed, airlines in Nigeria find it extremely difficult to survive in this clime because of some of the issues highlighted above. It is therefore not surprising to some of us when you take a look at what I call 'Nigeria's aviation burial ground,' you would be greeted with a long list of defunct airlines most of whose lifespan did not exceed 10 years.

Talking about ADC Airlines, African Trans Air, Bellview Airlines, Dasab Airlines, Harco Air Services, Kabo Air, Okada Air, Nigerian Airways, Slok Airlines, Sosoliso Airlines, Wings Aviation and Vergin Nigeria. The tombs also contain the remains of Afrijet Airlines, Air Nigeria, Afrimex, Albarka Air, Axiom Air, Al-Dawood Air, Capital Airlines and Chrome Air Services. The list is endless. To manage an airline in Nigeria, the realities are that investment is huge, but the profit margin is small. Airline's survival requires discipline on the part of the owners and managers as well as sound corporate governance principles.

AVIATION PROSPECTS

With a population currently estimated to be nearly 200 million and with the abundant human and natural resources of Nigeria, the prospects in the aviation/transport sector is huge and promising. Nigeria is naturally endowed geographically to be a global hub. And with the abundance of water and land mass we can create a harmonious rail, sea, road and air transport sector to the benefit of our people and the growth of our economy.

Nigeria sits at a strategic geographic position in Africa. It is like the pipe stand of a gushing fountain. It is perfect for a hub. It is large and has a growing, mobile population potentially making it comparable to New York, Dubai, etc. It is therefore gratifying to note that various governments, at state and the Federal levels are investing massively in rail, airport infrastructure, roads and bridges. Some of these include the Airport road to the MMIA, Lagos; the new terminal and upgraded runway at the Nnamdi Azikwe International Airport, Abuja; the on-going upgrade of the Enugu State International Airport; Upgrading of the Asaba Airport and various ongoing rail projects.

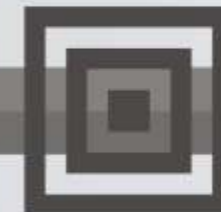
I thank you very much for listening.

**Ahmed Kuru, FloD, FCIB
MD/CEO, AMCON**



M.D. AMCON

AHMED LAWWAN KURU



Ahmed Kuru est un banquier de carrière, qui accumule 30 ans d'expérience professionnelle dans les domaines de la banque d'investissement, de la gestion des risques, des opérations, de la gestion du capital humain et du marketing, entre autres.

Avant sa nomination en août 2015 en tant que directeur général de la Société de gestion des actifs du Nigeria (AMCON- Asset Management Corporation of Nigeria), Kuru a été directeur général de l'ancienne Enterprise Bank Limited. Sa capacité à redresser la banque alors au bord de la faillite et à la ramener à la rentabilité lui a valu le célèbre nom d'agent de redressement dans le secteur financier.

Motivé par le résultat, Kuru a été mis à contribution pour une mission de redynamisation herculéenne à l'AMCON. La société totalise en effet une dette de plus de 5 000 milliards de nairas, ce qui représente plus de 50 % du budget national de 2019, 30 % de la dette nationale totale de 2019 et 10 % du produit intérieur brut nominal du pays en 2019.

Sa méthodologie créative de leadership au sein de l'agence gouvernementale a conduit au repositionnement de l'approche de recouvrement des dettes d'AMCON, car il a renforcé les unités de restructuration juridique et de crédit afin de collaborer et d'être plus efficace dans les missions de recherche d'actifs, permettant ainsi à AMCON de recouvrer beaucoup plus.

Grâce à cela, AMCON a pu se désinvestir avec succès de 100 % de sa participation dans Keystone Bank Limited, la dernière des banques relais sous sa coupole. La société a également sauvé Arik Air (le plus grand transporteur local) et Aero Contractors (le plus ancien transporteur) de l'arrêt de leurs activités.

En dépit des défis économiques lorsque le pays a connu une récession, AMCON a pu récupérer plus de 134 milliards de nairas en 2016 lorsqu'il est entré en fonction. Mieux, la société a sauvé en 2018 la Polaris Bank (ancienne Skye Bank) grâce à un investissement stratégique de 896 milliards de nairas. Jusqu'à ce jour, AMCON a récupéré plus de 1 000 milliards de nairas. Sous sa direction, la société étudie le projet de mise en place d'un solide Fonds de placement immobilier (FPI) qui offrirait une sortie du marché pour les actifs immobiliers d'AMCON ainsi que des marchés des capitaux supplémentaires pour les investisseurs institutionnels tels que les administrateurs de fonds de pension (PFA) et autres parties intéressées.

AMCON collabore avec des conseillers financiers, des fonds d'investissement privés et des fonds mezzanine en tant que partenaires potentiels pour des coentreprises et d'autres accords de restructuration du capital.

Avant sa nomination à la tête de AMCON, Kuru occupait le poste de directeur général de l'ancienne Enterprise Bank Limited; auparavant il a été Vice-président exécutif d'Emeritus Capital Limited; Directeur exécutif de l'ancienne Bank PHB Plc. Il a également occupé des postes de direction de premier rang à Habib Bank of Nigeria.

Ahmed Kuru est un produit de la prestigieuse université Ahmadu Bello (ABU) de Zaria, où il a obtenu des diplômes en administration des affaires ainsi qu'un MBA. Il a suivi divers programmes internationaux dans plusieurs académies dont IMB, la London Business School, la Columbia Business School ainsi que la Harvard Business School.

Infatigable manager, il a siégé au conseil d'administration de plus de 30 organisations et joue actuellement des

rôles clés dans un certain nombre d'entre elles. Il est un dirigeant d'entreprise exceptionnel et expérimenté avec des qualités de leadership éprouvées ; un bâtisseur communautaire, un conférencier motivateur et un mentor. Kuru est également membre du Chartered Institute of Credit Administration, du Chartered Institute of Bankers Nigeria (CIBN) et de l'Institute of Directors (IoD), pour n'en citer que quelques-uns.

Il est marié et père de plusieurs enfants.

APERÇU AMCON

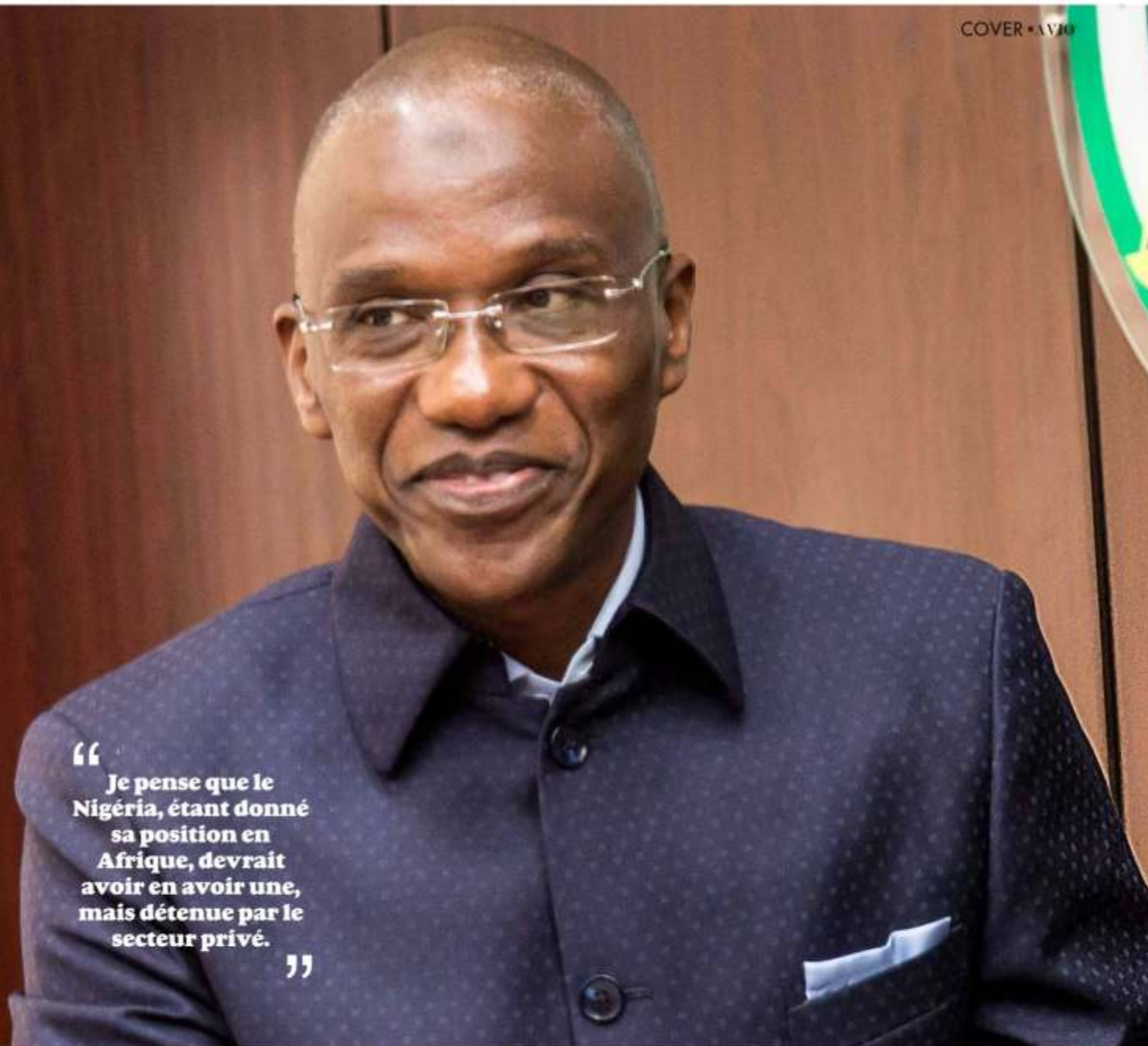
La société de gestion d'actifs du Nigeria (AMCON) a été créée le 19 juillet 2010. Elle a été mise sur pied pour être un outil clé de stabilisation et de revitalisation du système financier en résolvant efficacement les actifs de prêts non performants des banques dans l'économie nigérienne.

AMCON est une société publique aux fonctions statutaires spécialisées qui jouit d'un statut sui generis. L'objectif principal de la création d'AMCON est l'acquisition et la gestion des actifs bancaires éligibles (ABE) et des actions éligibles (EE). Les réalisations notables d'AMCON sont:

Acquisition de prêts non performants (NPL) auprès des banques. AMCON a acquis plus de 12 000 NPL d'une valeur de 3,6 milliards de nairas auprès de 22 banques.

Recapitalisation des banques - AMCON a injecté des fonds propres directement dans les banques qui avaient des fonds propres négatifs.

Stabilisation du secteur financier - environ 4 700 milliards de nairas de fonds et de recettes interbancaires ont été protégés et environ 14 000 emplois ont été sauvés grâce à son intervention dans le secteur bancaire.



“ Je pense que le Nigeria, étant donné sa position en Afrique, devrait avoir en avoir une, mais détenue par le secteur privé. ”

AA: **Donnez-nous un aperçu général d'AMCON et de sa fonction statutaire.**

AK: C'est très simple. En raison de la crise financière mondiale de 2008/2009, les pays du monde entier ont dû mettre en place des structures pour y répondre car la crise financière a eu pour impact d'affecter les entreprises et par revers les institutions financières.

A ce moment, les banques n'ont pas été en mesure de soutenir les petites et moyennes entreprises. Au Nigeria, on a pensé à la création d'un cadre où une entité sera établie, et qui aura la

responsabilité d'acheter des prêts non performants auprès de banques commerciales, de leur fournir des liquidités en échange afin qu'elles puissent rembourser les clients en réponse à la crise mondiale.

Cette institution [AMCON] avait donc pour mission de fournir une assistance financière aux banques parce que ce sont les banques qui représentent l'infrastructure financière de toute économie. Si elles sont faibles, alors l'économie est faible. A Contrario, si elles sont fortes, l'économie sera également forte. À cette époque, les

prêts non performants atteignaient pratiquement les 50% en termes de ratio or ils sont censés être d'environ 5%. D'où la raison de la mise sur pied d'AMCON.

Du fait de sa création, 3,1 billions de nairas des épargnants ont pu être protégés ainsi que 15 000 emplois. La confiance dans l'économie s'est accrue, car les banques étaient désormais plus solides. Les institutions financières faibles ont été fusionnées, et les plus fortes peuvent maintenant rembourser les clients. C'était la première étape.



La deuxième étape est, qu'une fois que ces prêts non performants ont été achetés auprès des banques, AMCON a maintenant la responsabilité de restructurer ces banques et de récupérer ces prêts parce que l'argent des contribuables, à ce moment, n'était pas destiné à cette action.

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AA: Que pensez-vous la fusion ou dissolution d'Arik Air et d'Aero Contractors pour former un transporteur national ?

AK: Je ne veux pas entrer dans une controverse quant à savoir si Arik Air et Aero Contractors devraient faire partie du projet de la future compagnie nationale. Je n'ai jamais dit qu'Arik Air ou Aero devraient faire partie de ce plan. Arik et Aero ne peuvent pas faire partie du projet, en tant que compagnies, mais les actifs qui sont dans Arik Air pourraient soutenir l'initiative d'un transporteur national. C'est ce que j'ai dit récemment.

Arik Air ne peut pas être un transporteur national. C'est une compagnie fortement endettée en tant qu'entreprise, mais les actifs (le hangar, le bâtiment administratif et les avions...) qu'elle dispose ne l'appartiennent pas, mais sont plutôt la propriété des créanciers. Si vous allez à Arik, certains actifs appartiennent à Afriexim, d'autres à des banques nigérianes, et d'autres à AMCON.

J'estime donc que ces actifs pourraient soutenir le futur transporteur national, en particulier dans un environnement où nous avons des problèmes de financement. Je maintiens que la future compagnie nationale devrait être dirigée par le secteur privé.


Un article présenté par M. Ahmed Kuru, directeur général / chef de la direction, Asset Management Corporation of Nigeria (AMCON) lors de la conférence du 10e anniversaire du magazine Aviators Africa le samedi 7 décembre 2019 au Radisson Blu Hotel Ikeja, Lagos


A l'éditeur / PDG du magazine Aviators Africa

Aux dirigeants de l'industrie du secteur de l'aviation

Invités

Messieurs de la presse

Mesdames et Messieurs.

Permettez-moi de me joindre aux organisateurs pour vous souhaiter à tous la bienvenue à ce « Aviation Leadership CEOs Roundtable » où des questions d'intérêt mutuel seront discutées. Je veux croire qu'il s'agit d'une interaction sans retenue, car l'industrie de l'aviation au Nigeria est loin d'être à sa place en Afrique. Les organisateurs m'ont demandé de porter une attention particulière sur « Le financement des aéronefs: les enjeux et les défis de la Société de gestion des actifs du Nigeria (AMCON- Asset Management Corporation of Nigeria) »

Je vais brièvement donner un aperçu d'AMCON et la manière dont la structure s'est retrouvée comme un acteur majeur du secteur de l'aviation dans le pays le plus peuplé d'Afrique. Aux fins de cette réunion et pour le bénéfice de certains participants venus de l'extérieur du Nigeria, je voudrais revenir sur la crise financière mondiale de 2008/2009, qui a eu des effets néfastes sur l'économie nigériane. Rappelons qu'en 2008, au début de la crise financière mondiale, il y a eu des retraits de portefeuilles étrangers de lignes de crédit et d'investissements du Nigeria. Le marché boursier s'est également effondré, entraînant une perte d'environ 80% de sa valeur, tout comme une crise bancaire majeure due

à une mauvaise gestion des risques, ce qui a entraîné une augmentation des prêts non performants des banques.

AMCON a été essentiellement créée en tant qu'agence interventionniste - pour acquérir des actifs bancaires éligibles (EBA) auprès d'institutions financières éligibles (EFI) et pour acheter ou autrement investir dans des titres de participation conformément aux dispositions de la loi AMCON. La structure devait également gérer et se débarrasser efficacement des EBA acquis conformément aux dispositions de cette loi; et obtenir les meilleurs rendements financiers réalisables sur les EBA ou autres actifs acquis par elle en tenant compte de: la protection ou l'amélioration de la valeur à long terme des actifs; le coût d'acquisition et de gestion des actifs; le coût du capital d'AMCON et autres coûts et directives émis par la Banque Centrale.

Pour nous à AMCON, nous pensons que des forums comme celui-ci organisés sous l'impulsion de AviatorsAfrica Magazine devraient être encouragés et soutenus car notre pays a besoin de toutes les discussions sur le développement, la sagesse financière et technologique afin de conduire notre économie là où elle devrait être. Je suis particulièrement impressionné qu'une maison de presse, AviatorsAfricaMagazine, prenne les rennes d'une pareille démarche.

À mon avis, l'aviation, qui est un élément essentiel du secteur des transports, est peut-être l'un des domaines les plus difficiles du Nigeria; en particulier à la lumière du besoin immense de développement des infrastructures dans les transports

aérien, ferroviaire, routier et maritime pour assurer une circulation fluide des biens et des personnes. Quel que soit le mode de transport, le secteur de l'aviation s'est révélé être un catalyseur pour le développement des nations. C'est la roue motrice qui anime les activités économiques.

Le secteur du transport aérien facilite le commerce, le tourisme; stimule la productivité de l'économie; améliore l'efficacité de la chaîne d'approvisionnement; c'est un catalyseur pour les investissements.

DÉFIS DU FINANCEMENT DES AVIONS:

Le financement des aéronefs pose de sérieux problèmes parce que des personnes se lancent dans le secteur de l'aviation avec une mauvaise composition du capital. D'un autre côté, les banques qui sont la principale source de financement ont également une vision à court terme de l'activité. Les banques qui ont tenté de financer le secteur dans le passé n'avaient ni l'expertise approfondie ni effectué une due diligence raisonnable avant d'engager leurs fonds. Les banques manquent à la fois de la capacité financière et de l'expertise en personnel pour analyser de manière critique le secteur et ses risques associés avant d'injecter leur argent.

Parce que les banques ne comprennent pas bien le secteur, il est facile pour tout "homme d'affaires rusé" aux intentions douteuses de les approcher avec une proposition louche de lancement d'une compagnie aérienne juste pour obtenir des prêts, sachant pertinemment qu'elle ira mal peu de temps après. De tels cas abondent dans l'industrie. Pas





surprenant que les banques nigérianes, ayant observé cette tendance de la courte durée de vie des investissements dans l'aviation, rechignent à effectuer de nouveaux financements. La direction précédente d'ArikAir, qui n'avait effectué aucune étude de faisabilité sérieuse il y a quelques années, avait acheté deux avions A340 pour 260 millions de dollars et en quatre ans, il a été découvert que les

avions étaient commercialement obsolètes. Donc, même avec cet énorme investissement, les deux avions n'ont pas été en mesure de fonctionner pour générer de l'argent afin de combler cette immense dette, sans parler de faire des bénéfices. Ce n'est qu'un cas parmi tant d'autres.

Dans une telle situation où nous reprochons à l'investisseur de ne pas

connaître les bons avions à acheter, les banques ont également une part de responsabilité. Si elle avaient une expertise, elles se seraient opposées à l'achat d'avions commercialement obsolètes. Mesdames et messieurs, les 260 millions de dollars dépensés par la direction d'ArikAir pour acheter les deux appareils à ce moment-là étaient suffisants pour acheter une licence d'exploitation de télécommunications

comme MTN, Globacom et d'autres l'ont fait.

Si une due diligence raisonnable avait été effectuée, cet argent aurait été suffisant pour acheter quatre ou cinq autres avions spécifiques commercialement viables qui voleraient encore aujourd'hui et produiraient de l'argent pour la société, ce qui signifie que ce prêt n'aurait pas non plus mal tourné. Mais au moment où je vous parle, ces investissements de plusieurs millions de dollars sont stationnés dans les aéroports et pourraient être considérés comme de la ferraille.

Le coût de la révision du moteur d'un Boeing (B737-700 ou 800) d'Arik Air équivaut au coût d'acquisition d'un B737-300 classique. Avant la venue d'AMCON, Arikneconservait pas de réserves.

Sous notre direction, la compagnie a révisé plus de huit moteurs B737 et effectué plus de 15 contrôles. La gestion des compagnies aériennes n'est pas une affaire pour ceux qui ne sont pas prudents. Sans vouloir me vanter, je peux vous dire que nous sommes assez fiers de ces réalisations chez Arik Air.

Il y a aussi le problème de la surfacturation des achats d'avions par les propriétaires de compagnies aériennes qui préfèrent prendre leurs bénéfices à l'avance au détriment de l'entreprise. Encore une fois, parce que les banques ne comprennent pas le secteur, elles laissent les propriétaires de compagnies aériennes s'en tirer avec de telles pratiques rusées. Une fois que l'avion est surfacturé, les garanties détenues par la banque sont insuffisantes. Ce ne sera qu'une question de temps avant que la compagnie ne fasse faillite. Le financement de l'aviation est également confronté à un régime de taux d'intérêt élevé, car presque tout dans le fonctionnement de la compagnie est importé.

Aussi, il y a un manque de bons principes de gouvernance d'entreprise dans le secteur car la plupart des compagnies aériennes fonctionnent comme une société individuelle. Les

décisions critiques sont prises par un homme dont la décision ne peut être ni remise en cause ni contestée par un conseil d'administration, comme c'est le cas en milieu structuré.

Il y a le problème du coût élevé du carburant ainsi que les différentes taxes et redevances qui rendent les compagnies aériennes d'ici peu attrayantes. La liste est loin d'être exhaustive.

Aujourd'hui, il est difficile de convaincre les banques d'investir dans l'aviation, c'est pourquoi la Banque Centrale du Nigeria (CBN) devrait envisager des incitations qui encourageront les banques à financer l'aviation au Nigeria, car il s'agit d'un secteur essentiel pour toute économie. La banque centrale devrait également motiver les banques à se lancer dans la titrisation des actifs des compagnies aériennes, tout comme le gouvernement devrait créer un environnement propice qui permettrait aux compagnies aériennes de créer des sociétés de crédit-bail. Le gouvernement peut envisager d'y injecter les fonds de pension inutilisés afin que les opérateurs bénéficient des crédits à long terme.

En effet, les compagnies aériennes au Nigeria ont beaucoup de mal à survivre dans ce climat en raison de certains des problèmes mis en évidence ci-dessus. Il n'est donc pas surprenant pour certains d'entre nous de jeter un coup d'œil à ce que j'appelle «le cimetière de l'aviation nigérienne». Vous serez accueilli avec une longue liste de compagnies aériennes disparues dont la durée de vie, pour la plupart, n'a pas dépassé 10 ans.

Je peux citer ADC Airlines, African Trans Air, Bellview Airlines, Dasab Airlines, Harco Air Services, Kabo Air, Okada Air, Nigerian Airways, Slok Airlines, Sosoliso Airlines, Wings Aviation et Virgin Nigeria. Les tombes contiennent également les restes d'AFRIJET Airlines, Air Nigeria, Afrimex, Albarka Air, Axiom Air, Al-Dawood Air, Capital Airlines et Chrome Air Services. La liste est interminable. Pour gérer une compagnie aérienne au Nigeria, la réalité est que l'investissement

est énorme, mais la marge bénéficiaire est faible.

La survie de la compagnie aérienne exige de la discipline de la part des propriétaires et des gestionnaires ainsi que de solides principes de gouvernance d'entreprise.

LES PERSPECTIVES DE L'AVIATION AU NIGERIA

Avec une population estimée actuellement à près de 200 millions d'habitants et avec les abondantes ressources humaines et naturelles du Nigeria, les perspectives dans le secteur de l'aviation (et des transports plus globalement) sont immenses et prometteuses.

Le Nigeria a l'avantage géographique pour naturellement être un hub mondial. Et avec l'abondance de l'eau et des terres, nous pouvons créer un secteur harmonieux du transport ferroviaire, maritime, routier et aérien au bénéfice de nos populations et de la croissance de notre économie.

Le Nigeria occupe une position géographique stratégique en Afrique. C'est comme la colonne d'une fontaine jaillissante. Il est parfait pour un hub. Il est grand et a une population mobile et croissante, ce qui le rend potentiellement comparable à New York, Dubaï, etc. Il est donc gratifiant de noter que divers gouvernements, aux niveaux national et fédéral, sont en train d'investir massivement dans le rail, l'infrastructure aéroportuaire, les routes et les ponts. On peut citer la route de l'aéroport international de Lagos, le nouveau terminal et la piste améliorée de l'aéroport international Nnamdi Azikwe d'Abuja; la modernisation en cours de l'aéroport international d'Enugu State; et la modernisation de l'aéroport d'Asaba ainsi que divers projets ferroviaires en cours.

Merci de votre attention

Ahmed Kuru, FiO, FCIB
MD / PDG, AMCON

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Highlights:

Topic focus Keynote speech

Panel Session

CEO interview

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White paper

Changing the narrative for African Aviation ...

FEATURE • AVIO



The case for Airport Collaborative Decision Making

By Shingai George

With rising air traffic, airports are constantly under pressure to maintain seamless operations and keep growth sustainable. Airport Collaborative Decision Making (A-CDM) aims to improve the efficiency and resilience of airport operations by optimising the use of resources and improving the predictability of air traffic.

An airport is a complex organism with many moving components and various stakeholders involved in its running, all of which need to work together to maintain seamless operations. It only takes a single unforeseen event to have a costly domino effect on the entire business. Improved collaboration among airport stakeholders is fundamental to minimizing the impact of disruptions.

The simple definition of A-CDM is a process of information sharing between operational users and suppliers of services at airports. A-CDM facilitates greater transparency for the benefit of all airport stakeholders. The key stakeholders in the A-CDM framework are Airports, Airlines, Air Traffic Control, Ground Handlers and

Passengers—who are also the ultimate beneficiaries.

In short, A-CDM leverages its success on the timeous exchange of information, to improve decision making.

A-CDM was first implemented at Munich (2017) and Brussels Airport (2010). And has now been deployed at 25 other major airports in Europe and 13 airports across Asia. A-CDM activities and implementation do differ across the world, primarily due the regularity and governance structures in place. The International Civil Aviation Organization (ICAO) has been working to construct uniform standards in order to simplify implementation across the world.

KEY ELEMENTS

The main elements of A-CDM are:

Information Sharing

The sharing of accurate and timely information between the airport stakeholders in order to achieve common situational awareness and to improve traffic predictability.

Milestones Approach

This describes the progress of a flight from the initial planning to the take-off by defining Milestones, to enable close monitoring of significant events. The aim is to achieve a common situational awareness and to predict the forthcoming events for each flight.

Variable Taxi Time Calculation

This consists of calculating and distributing accurate estimates of taxi-in and taxi-out times to improve the estimates of in-block and take off times.

Pre-departure Sequence

This is the order that aircraft are planned to depart from their stands (push off blocks) considering partners' preferences.

Adverse Conditions

This consists of a collaborative management of capacity during periods of a predicted or unpredicted reduction of capacity. The aim is to achieve a common situational awareness among airport stakeholders, including better information to the passengers, in anticipation of a disruption and subsequent operational recovery after the disruption.

IMPLEMENTATION

Effective implementation of A-CDM relies on symbiosis between decision makers and technology. A-CDM is a paradigm shift in the 'operational psychology' of an airport. Implementation of A-CDM is an exercise in improving operational workflows for all stakeholders. A measurable and detailed implementation process reveals valuable insights into each stakeholder's operations and their interdependence. Every Airport is different in its scale and operations; therefore, implementation must be modular and measurable. Stakeholders must select a phased approach consisting of clearly defined steps and expected outcomes.

Technology is a critical element of A-CDM, but it cannot facilitate collaboration, it is rather a tool that will assist in decision making. When A-CDM was pioneered, technological advancements such as IoT, Big Data and Cloud computing were still novel concepts. Today they play a vital role in integrating various airport systems to enable real-time information exchange.

Whichever strategy is chosen to apply A-CDM, the impact on the overall passenger experience must not be overlooked.

BENEFITS

Optimized resource planning

The ability to place people and resources where they are needed and at the time needed is key to running an airport efficiently. Ground handlers are bound by Service Level Agreements to meet departure On Time Performance (OTP) targets. During periods of irregular operations, poor predictability can create bottlenecks which result in delays. The ability to pre-visualise arrival and departure times helps ground handlers to plan their operation based on real time information. For example, Munich Airport's De-icing departmentalized significant cost savings during winter operations, between 2005 and 2009, largely thanks to improved queue management. Savings were realized in the form of a 5% reduction in cancellations, amounting to a cost avoidance of close to US\$3 million.

Reduced Surface congestion

For apron and ground controllers, this

means fewer aircraft interactions to manage. A-CDM improves slot management, which shaves minutes off taxi times. More accurate planning results in aircraft spending less time between the gate and their departure runway. A study revealed that a A-CDM airport have a taxi time reduction ranging from 0.25 to 3 minutes per aircraft movement. The ultimate benefits are fuel savings, lowers carbon emissions, improved predictability and enhanced safety.

Improved customer experience

As mentioned earlier, the ultimate beneficiaries of A-CDM are the passengers. Passengers will not only enjoy improved service delivery at airports, but additional benefits will arise from lower air fares due to cost savings and travellers will arrive at their destinations on time. In the event of service disruptions, accurate and timeous information will go a long way in minimizing frustration.

CONCLUSION

Implementation of A-CDM must overcome the commercial, political and technical constraints of an airport. Dominant carriers and their operational preferences will always play a significant role in implementation. Operational resilience is a core benefit that A-CDM is able to offer any airport. A-CDM is a tried and tested method of oversight that holistically covers the entire spectrum of airport operations. However, stakeholders must overcome the challenges that come with harmonisation before any significant advantages can be realized.



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"Success in an integrated and interconnected Africa"

AFRAA's 51st AGA Concludes with a Call for Enhanced Intra-African Connectivity

The African Airlines Association (AFRAA) concluded its 51st Annual general assembly hosted by Air Mauritius with a call for enhanced intra-African Connectivity through collaboration among African airlines in order to better tackle key challenges they face and grow their market share through intra African networks.



From left: IATA Director General & CEO, Mr. Alexandre de Juniac; Yvonne Makolo, RwandAir CEO; H.E Paramasivum Pillay Vyapoory, Acting President of the Republic of Mauritius; Mr. Somas Appavou, Air Mauritius CEO; Mr. Abdérahmane Berthé, AFRAA Secretary General.

The Assembly, which brought together leading airline CEOs and air transport decision makers and stakeholders, extensively examined ways to achieve success in an integrated and interconnected Africa to establish an environment where aviation can thrive and prosper.

Mr. Abdérahmane Berthé, AFRAA Secretary General said: "Stakeholders have underscored that the Single African Air Transport Market (SAATM) and the African Continental Free Trade Area (AfCFTA) are major opportunities for our region, but we need profitable and globally competitive airlines in order to reap the dividends. We are certain that the insights and partnerships from our 2019 AGA will contribute to the momentum towards a stronger aviation industry in Africa."

Mr. Berthé pointed to the fact that in 2018, AFRAA member airlines expanded their networks on both intra-Africa and intercontinental routes. Six AFRAA member airlines launched a total of 23 new routes connecting 14 intercontinental destinations and 9 cities within the continent.

It was also noted that the potential for air traffic growth in Africa is significant and the removal of restrictions and non-physical barriers for the movement of people, goods, and trade as well as the reduction of taxes and charges are vital steps to reduce the cost of travel in Africa and promote the emergence of low-cost carriers.

Mr. Somas Appavou, CEO of Air Mauritius said: "Air connectivity has greatly contributed to the development of our country which makes Mauritius an excellent example of the impact that aviation can have on a country's economy. In Mauritius, air connectivity contributes 22.6% to the GDP representing USD 3 billion in terms of economic activity. We are positioning ourselves to further develop the sector. This can only be envisaged within the broader regional and African context. As African airlines, we all have similar preoccupations and AFRAA's 51st AGA has created a conducive environment for us to ponder on how best to harness the full potential of Africa's aviation."

Among the resolutions, this year's Assembly resolved to set up an Instructor Development Program for AFRAA Member Airlines (IDPA) aimed at developing 100 highly qualified instructors in the next five years (20 per year) with sponsored tuitions to support Human Capital development which is now critical given the fast-growing demand of air transport services in Africa.

The Assembly also approved the amended Articles and By-laws of the Association which are aligned with AFRAA's new mission, vision and strategic objectives to promote better efficiency and effectiveness.

An AFRAA Aviation Consultancy Unit has been launched with the objective of providing support to establish efficient and effective strategies that will help airlines gain leverage in the market to achieve the airlines' goals.

New Members

Five new member airlines were welcomed at the 51st AGA Assembly namely: Air Djibouti, Air Peace, Air Senegal, Safarilink aviation and Uganda National Airlines Company Ltd.

Similarly, six aviation-related companies also joined AFRAA Partnership Programme in 2019, namely: Alton Aviation Consultancy, Associated Energy Group (AEG FUELS), Civic Petroleum Limited, Collins Aerospace, Hitit Computer Services and Safran.

Appointment of AFRAA officials:

The 51st AFRAA AGA elected Mr. Rui Carreira as President of the Association for the year 2020. Ms. Yvonne Makolo Chief Executive of RwandAir was elected Chairperson of the Executive Committee. Mr. Desire Bantu Balazire, Chief Executive of Congo Airways was elected 1st Vice Chairman of the Executive Committee while Mr. Somas Appavou, Chief Executive of Air Mauritius was elected 2nd Vice Chairman for the year 2020.

Host of the 52nd AGA

TAAG Angola will host the 52nd Annual General Assembly set to be held from 22-24 November, 2020, in Luanda, Angola.

Opening Ceremony

Monday 11 November 2019



Official opening remarks by H.E Paramasivum Pillay Vyapoory - Acting President of the Republic of Mauri

AFRAA's 51st Annual General Assembly, the premier gathering of aviation stakeholders was kicked off in Mauritius with an inspiring opening ceremony that featured key addresses from the industry's leaders. This year's Assembly was officially opened by the President of the Republic of Mauritius and brought together more than 400 delegates from across 60 countries. It was noted that the theme of the summit "Success in an integrated and interconnected Africa" will help uncover challenges, opportunities, lessons and recommendations that will help galvanize efforts towards making the aviation sector in Africa more resilient and competitive.

H.E Paramasivum Pillay Vyapoory, Acting President of the Republic of Mauritius reiterated his support to AFRAA and the African air transport market. He highlighted that Africa is a vast continent with massive natural and human resources but however the benefits of these resources are not accruing as they should to the people of Africa as challenges remain.

"To change the fortune of our people, there is one prerequisite which cuts across all pillars for which there is a need for greater collaboration between the countries of our continent and that is air connectivity. Over the years, some progress has been achieved but there is still a long way to go for African aviation to enjoy its fair share of the growing links to our continent and thereby contribute more significantly to the much needed economic growth and welfare of our people."

In his opening speech, Mr. Abdérahmane Berthé, AFRAA Secretary-General said: "In an effort to boost the competitiveness of African airlines, we have created the AFRAA aviation consulting unit which will serve as a knowledge and expertise hub for the African air transport market. Furthermore, our vision, mission and strategic objectives have been revamped to ensure we can better meet the needs of African carriers so they can become key players and drivers of African economic development." He added that the governance framework of the Association has been redesigned to enhance efficiency and effectiveness.

On his part, the President of AFRAA & Air Mauritius CEO Mr. Somas Appavou said: "Most agree that in order for African aviation to achieve its true potential, a major paradigm shift is required; not only among key players but also among all stakeholders within the continent's aviation ecosystem. Improved collaboration among African airlines is probably the single most urgent target we must set for ourselves because alone, no African airline will successfully overcome the hurdles of scale and the high costs that are holding back the African aviation industry."

Mr. Appavou also reiterated his wish for the creation of an African Alliance because the challenges that African carriers face can only be addressed collectively, which makes the AFRAA AGA a great platform to devise strategic solutions.

Highlights from the AFRAA Secretary General Annual Report Africa's economic performance



Mr. Abdérahmane Berthé presenting the AFRAA annual report

Economic fundamentals in most African countries have improved, and inflation declined in countries with stable currency exchange rates. Overall in Africa, after a decline in 2016, the economy recovered and recorded a growth rate of 3.6% in 2017 and 3.5% in 2018.

This upward trend is expected to continue in 2019 and 2020, with respective forecasts of 4% and 4.1%. However this projected growth remains unsatisfactory to reduce unemployment and poverty.

North Africa is expected to contribute up to 40% of the forecasted growth in Africa in 2018. East Africa is the fastest-growing region with 5.7% of GDP growth in 2018. In West Africa, many countries recorded economic growth of more than 5% especially Ghana and Ivory Coast who recorded growth rates above 8%.

Central Africa is on a recovery trend. The regional growth in that region remains below the continental average. In Southern Africa, the growth is moderate due mainly to South Africa's performance. Mauritius is performing well due to good public policies.

The air traffic growth in Africa is consistently increasing since 2011. In 2018, African airlines' scheduled operations carried 91.99 million passengers, representing a market share of 2.1% of the world market and an increase of 5.5% over the previous year. Intercontinental plus intra-African traffic represented 61.4% of the total traffic of African carriers.

For AFRAA members, intercontinental market segment remains the biggest, with 51.05% of all passengers carried. The domestic market segment represented 22.41% while the intra-Africa market represented 27.62%.

For the next five (5) years, AFRAA has three main priorities:

1. Contributing to the implementation of the Single African Air Transport Market and its related work plan under the 6-pillars;
2. Tackling through AFRAA new strategic objectives, the challenges faced by our members;
3. Raising the market share of African Airlines in the global air transport.

As the association works on these priorities, actions will include:

- Advocacy and lobbying
- Cooperation through joint projects
- Statistics and Data Intelligence

AFRAA Industry Partners' Goodwill Messages

IATA Director General and CEO at 51st AGA



Development is a priority in Africa; aviation contributes 15 of the 17 United Nations' Sustainable Development Goals. This includes the most ambitious—to eradicate poverty by 2030. Flying should not be considered a luxury—it is an economic lifeline for the continent. That's why it is critical for governments to understand that every extra cost they add to the industry reduces aviation's effectiveness as a catalyst for development.

"Across the African continent, the promise and potential of aviation is rich. Already it supports \$55.8 billion in economic activity and 6.2 million jobs. And, as demand for air travel in Africa more than doubles over the next two decades, the critical role that aviation plays in Africa's economic and social development will grow in equal proportion."

He also pointed out that AFRAA does not stand alone in the aim of an integrated and interconnected Africa emphasizing the fact that open borders have been useful in Europe and can be very helpful in Africa too.

Gender Diversity

One of the main topics highlighted in the intervention was gender diversity; it is a well-known fact that women are indeed under-represented in some technical professions as well as in senior management at airlines. The good news, however, is that Africa is ahead in this area:

There are women at the helm of four African airlines—far better representation than is seen anywhere else in the industry.

Fadimatou Noutchemo Simo, Founder and President, Young African Aviation Professional Association (YAAPA), won the High Flyer award in the inaugural IATA Diversity and Inclusion Awards earlier this year.

With the support of the International Airline Training Fund, Johannesburg hosted the location of the first "IATA Women in Aviation Diploma Program". In 2020 Air Mauritius and RwandAir will host cohorts for Indian Ocean and East African airlines respectively.

To address gender imbalance globally, IATA has the "25by2025" voluntary program which encourages airlines to commit to increasing female participation at senior levels to at least 25% or to improve it by 25% by the year 2025. The choice of target helps airlines at any point on the diversity journey to participate meaningfully. The ultimate goal is a 50-50 representation.

African Union at the 51st AGA

Mr. Eric Ntagengerwa, a Senior Policy Officer-Air Transport delivered remarks on behalf of the African Union Commissioner for Infrastructure & Energy. He pointed out that 32 African States with a total population of more than 800 million people accounting for 61% of the African population, are solemnly committed and have opened up markets unconditionally to each other.



He stressed that this 51st Annual General Assembly should provide an opportunity to identify all the challenges faced by the African aviation industry, while putting aviation safety and affordability at the center. Social Economic Development in Africa is supported by the air transport industry.

"It is important for all African countries to join SAATM and remove the restrictions in terms of capacity, frequency and the granting of traffic rights but this will not be possible without the involvement of African airlines especially in regards to improving connectivity and creating a safe, secure and affordable air market".

"The African union has secured resources to undertake a continental study on the benefits of full liberalization of air transport services which will be an important tool to convince more members to join".

ICAO Goodwill Message

Mr. Adiron Alberto, ICAO's official representative delivered a goodwill message focused on the fast-growing market of air transportation in Africa and what Africa needs to support the growth. Accelerated growth needs proper infrastructure to support increased capacity. He also added that ICAO's vision is in line with AFRAA's:

"The continent is poised to become one of the fastest-growing air transport markets. This growth will strongly support the realization of the goals of AU Agenda 2063 and UN Agenda 2030 and aspirations of the MoveAfrica, Branding Africa Tourism and African Continental Free Trade Area towards increased and sustainable development, greater prosperity for all."

There will be and there currently are challenges faced by airlines, mainly, safety and security, high costs and the need to keep up with technological advancements. Mr. Alberto continued by putting emphasis on how major challenges can be addressed through government commitment and cooperation with air transport stakeholders. SAATM objectives will definitely create a favourable environment for the growth of the industry.

There's a need to consolidate our force to make the African air market one of the most attractive. As such, Mr. Adiron took this opportunity to invite delegates to the first-ever Africa/Middle East Air Transport Symposium which will be organized in Nairobi, Kenya, from 29 June to 1 July 2020. The objective is to promote and harness the benefits of liberalization, and discuss issues experienced by the two regions for successful integration and interconnection of air transport in support of the ICAO NCLB initiative.

Mr. Alberto further indicated that aviation is transforming at a very fast pace due to supersonic technologies, AI and blockchain. "Africa should embrace these technologies to keep the industry effective. ICAO Supports the no country left behind notion." he concluded.



CEOs Roundtable: “Reconciling SAATM with airline strategic plans”



From left: Ms. Amal Mint Maouloud, Chief Executive Officer – Mauritania Airlines; Mr. Somas Appavou, Air Mauritius CEO; Ms. Yvonne Makolo, RwandAir CEO; Mr. Rui Carreira, Chairman & CEO – TAAG Angola Airlines; Mr. Kane Ibrahima Air Senegal SA CEO; Mr. Sebastain Mikosz, Kenya Airways CEO & Mr. Abdelhamid Addou, Chairman & CEO, Royal Air Maroc.

The Single African Air Transport Market is a paradigm-shifting milestone for all the stakeholders in the African aviation sector. However, in order to fully unlock its potential, it is essential for Airlines to optimize their strategic plans in order to overcome challenges and leverage their strengths. AFRAA's 51st AGA's CEO Roundtable offered a platform for airline thought leaders to discuss the link between SAATM and airline's strategic plans. Panelists offered a vast array of noteworthy insights, including on the challenges of a thin market, the future of Aviation in Africa and the importance of a data-based approach where the customer is at the centre of the journey.

Ms. Amal Mint Maouloud, Chief Executive Officer – Mauritania Airlines:

“Mauritania Airlines is still finding its grounds so that could take many years. The airline is still going through the same challenges as many airlines. The airline needs to consider interconnectivity between airlines due to future increase in traffic.”

Mr. Somas Appavou, Chief Executive Officer – Air Mauritius:

“SAATM is an objective and a one-size-fits-all approach will not work. I would like to state that when we talk about the airline of the future, we should talk about safety first. Safety should be first, from manufacturers to air transport companies”

Ms. Yvonne Makolo, Chief Executive Officer – RwandAir: “Airlines should have adequate skills and resources and look into various partnerships so as to manage the potential increase in Traffic. There should also be proper infrastructure to ensure safety. Visa policies should also be in line in order to promote SAATM.”

“We want to connect Rwanda to the rest of the world and the Government wants people and goods to be accessed easily through air transport. This industry is what helps tourism drive the development of the economy. We Want our network through other African airlines.”

Mr. Kane Ibrahima, Chief Executive Officer – Air Senegal:

“Air Senegal was created only 18 months ago and as any new airline, the first challenge is to reach the stage of being a profitable company. SAATM is presented as an objective but it is, in fact, a journey during which airlines should be supported.”

Mr. Rui Carreira, Chairman & Chief Executive Officer – TAAG Angola Airlines:

“I am not representing a Country today, I am representing an airline. Major organisations like AFRAA need to promote SAATM to states and show an example of other airlines that have succeeded in implementing SAATM. The first point of strategy is to think about privatisation as it could be the key to a more profitable industry after chronic bad results.”

Mr. Sebastian Mikosz, Chief Executive Officer – Kenya Airways:

“What the future of airlines looks like is a broad topic. If we narrow it down to the African Continent, it starts with continuing to exist and operate in a sustainable way”

“Passengers are the future and data is essential because it tells companies a lot about passengers. Airlines can be overtaken by other industries in terms of airlines of the future. The plane may not be the future but data is indispensable.”

Mr. Abdelhamid Addou, Chairman & Chief Executive Officer, Royal Air Maroc:

“African airlines need to develop themselves, they shouldn't wait for European companies. There's a market, there are airlines that are successful, and some of them are new. Every airline needs to find the right business model. Airlines should also think of globalization because we are not alone anymore.”

It is a fact that African Aviation have many challenges to overcome. Each airline has to find its own business model and come up with a sustainable approach. Being resilient and continuing to operate is the first step in developing the airline of the future in Africa.

Executive Interview session 2: SAATM - Where to from here?



From left: Mr. Aaron Munetsi, Director Government, Legal and Industry Affairs – AFRAA; Mr. Eric Ntagengerwa, Senior Policy Officer-Air Transport – Africa Union Commission; Ms. Adefunke Adeyemi, Regional Director, Advocacy and Strategic Relations, Africa and Middle East – IATA & Mr. Vijay Poonoosamy, Director International & Public Affairs – QI

In a candid and insightful discussion, the final executive interview of the day moderated by AFRAA's Aaron Munetsi delved into the importance of an integrated and connected approach to open skies and how implementation should be a top priority on the agenda.

Mr. Eric Ntagengerwa, Senior Policy Officer-Air Transport – Africa Union Commission:

“Today the Single African air transport market is seen as a very important enabler for the continental free area and the free movement of persons within Africa. We have put in place six pillars to help us in this journey in our SAATM prioritized action plan.”

In the next 12 to 18 months, we are going to launch a continental study to cover the whole continent – SAATM and non SAATM states. The approach will look at specific issues in each country so as to draw a roadmap because we have to see realities in terms of the regional connectivity.”

Ms. Adefunke Adeyemi, Regional Director, Advocacy and Strategic Relations, Africa and Middle East – IATA:

“Constant stops are needed in order to arrive to our final destination; free movement of people and goods. SAATM is already happening with a few airlines that have established less stops or only one connecting route. There are many examples of SAATM in action, this project is already a reality on the continent whether we call it by its name or not. The currency of SAATM is new routes, increased frequency or new markets and city pairs thus the focus should be on getting that done.”

SAATM will help establish new routes in order to reach more growth and reduce costs for airlines.”

Mr. Vijay Poonoosamy, Director, International & Public Affairs – QI Group:

“Where is SAATM today? If we look at the stride of SAATM, Africa has 54 African states, 44 of which have signed up the Yamoussoukro decision, 32 have actually signed up to SAATM but only 18 have signed a Memorandum of implementation. We are unable to have an honest exchange about the challenges of SAATM.”

We should have a conversation where people understand what are the concerns of those who are not embracing SAATM are and to help address them. We have to address the challenges of SAATM or else everyone else except Africans will take benefits of the growth.

The share of Africa's aviation is going to grow with or without African airlines, whether African airlines and states want to be on that aircraft which is taking off only depends on them.”

Presentation I: Fleet planning for success in your network strategy

Fleet planning is a critical aspect of the aviation business having significant impact on the financial position of the airline, its operating costs and specifically the ability to service routes profitably.

Mr. Peter Anderson, Head of EMEA Leasing – AerCap the largest owner of commercial aircraft in the world making up 12 % of all the aircrafts leased across the globe, shared his view on the current global aviation market and some of the critical considerations the company sees as important when planning airline fleet for success.



Mr. Peter Anderson, Head of EMEA Leasing speaking at the SIAGA

The presentation highlighted the increase in aircraft leasing which is now no longer confined to airlines that cannot afford the purchase of new aircraft. Globally, 45% of aircrafts flying are on operating leasing; in Africa this accounts for only 36 % of all aircrafts flying- below the global average however with the growth expected on the continent this is expected to change.

“Today across our African fleet there is a clear mix between new and used aircraft, when planning fleet consider whether it is more appropriate to build your airline using new or used aircraft or indeed a combination of both. What all players in the space can agree on is the growth trajectory for the market and the need for fuel efficient aircraft to support that growth.

Is there really a need for airlines to burden themselves with the payment of pre-delivery payments (PDP), the management of older asset disposal, residual value risk. This is a whole other industry with its own set of risks, challenges and successful airlines around the world are outsourcing this asset management and ownership through operating leasing. They are taking advantage of the cash flow flexibility that operating leasing provides de-risking their balance sheet.”

He observed that aircraft age is not necessarily an indicator of aircraft safety, successful airlines are now seeing benefit in taking used aircrafts which comes with a lower capital cost.

Airports in Africa are very small and the majority are not profitable like airlines. Only a few (20%) have traffic that exceeds one million each year which is considered the economic breaking point.”

He further added that traffic development is not only related to high airport charges and taxes, it's a complex problem that requires the commitment of all stakeholders in the air transport chain.

“Everyone has a role to play starting with the removal of regulatory barriers and protectionism of government, making efforts to raise attractiveness of the destination, improve the management of airlines and airports and stop considering air transport as a luxury business.”

The panelists emphasized that whatever the airline can do internally to reduce cost and be more competitive, is limited. Airlines are small and airports are small thus stakeholders need to fight together and showcase to states how taxes ought to be applied for a significant reduction of tickets and increased productivity.”

Executive interview session 2: Optimisation of taxes and charges to address airline sustainability in Africa



From left: Mr. Gaoussou Konate, Consulting Director Technical and Operations - AFRAA; Mr. Desire Balazire Bantu, Congo Airways CEO; Mr. Ali Tounsi, Secretary General - ACI/Africa

High taxes and charges are among the main factors that have resulted in high cost of operations in the African Aviation industry since taxes and charges imposed on the African airspace are among the highest in the world hence, greatly affecting its competitiveness. A discussion aimed at finding ways to optimize these fees was held and examined ways to make this area more sustainable for airlines.

Key Insights:

According to Mr. Gaoussou Konate, AFRAA Director, Technical & Operations, who moderated the session, African airlines have higher costs, almost double that of European carriers but sell their tickets sometimes at a lower fare for comparable distances. However, the total travel price in Africa is higher than in Europe due to high taxes and charges.

He indicated that once you add the applicable taxes and charges you get a figure that does not allow the African passenger to easily travel.

Mr. Desire Balazire Bantu, Chief Executive Officer - Congo Airways: “Fuel represents between 25%-30% of our cost. In Congo, fuel is relatively more expensive than other countries like Rwanda and South Africa. AFRAA's initiatives in joint fuel purchase has benefitted our country. There is need for more transparency in terms of purchasing fuel as there are too many agents involved, we lobby government officials for prices to be reduced.”

Mr. Ali Tounsi, Secretary General - ACI Africa: “There's a difference between charges and taxes. Charges are what airlines pay for the use of airport infrastructure such as airline parking, runways, terminals etc..these are collected to ensure the proper functioning of the airport. While taxes are applied by the governments on passengers and airlines. We know that the larger amount is actually taxes rather than charges as some African countries inflate these taxes so as to cover government deficit.

Panel I: Embracing disruptive trends – the future is too late



From left: Mr. Taieb Ben Sghaier, Sales Director - Rolls Royce; Mr. João Miguel Santos, FRAeS, Managing Director, Africa - Boeing International; Mr. Sascha Feuerherd, Managing Director - Alton Aviation Consultancy; Ms. Marie Caille, Lead Product Manager - Commercial Solutions - Accelya; Mr. Mark Dunnachie Head of Commercial EMEA & Russia - ATR; Mr. Raphael Haddad, Jetra Commercial - President

The airline industry has not just seen an increase in the number of people travelling but also an immense shift in the way it operates, thanks to new and exciting technologies impacting the airline landscape. Panelists highlighted key trends in this session giving insights on the ways the industry is changing as technology continues to pervade every aspect of travel.

Mr. Eckart Reiche, Vice President Sales Airlines - Wirecard Global Sales GmbH, the panel moderator identified a number of travel trends:

Generation Alpha are driving travel decisions: Travelers with Gen Alphas (youngsters born from 2010) are taking more than three family trips a year. They are conscious about the environment and might eventually be proponents of the “Flight Shaming” movement.

Solo Travel is becoming more sociable: Dublin Airport claimed of its 31.5m estimated passengers in 2018, 57% were solo travelers.

China outbound travel continues to grow: Independent travel grew by 12.7% which reflects growing confidence in doing one's own thing.

Mr. Taieb Ben Sghaier, Sales Director - Rolls Royce: “At Rolls Royce, we invest heavily every year in new technologies. We are taking these products and continuously improving them adding a service dimension and digital technologies. This translates to engines containing many more sensors, being constantly connected, contextually aware and comprehending; that's where we are going in terms of disruption.”

Mr. João Miguel Santos, FRAeS, Managing Director, Africa - Boeing International: “It's amazing the new technologies that we see coming online. If aircraft manufacturers and airlines cannot adapt in various ways to the new technologies, we will be left behind.

Passengers want more comfortable airlines to fly in, comfort is the ultimate trademark of airlines today especially when you travel economy. We need to find a way to create more comfortable aircraft for passengers to experience and provide seamless connectivity; there are many airlines doing different things but for most airlines in Africa, connectivity is non-existent “

He advised airlines and aviation companies to invest more in R&D in order to come up with disruptive ways of doing business.”

Mr. Mark Dunnachie Head of Commercial EMEA & Russia – ATR:

“African Airlines should keep it simple by starting with regional connectivity. There’s a large opportunity to tap into ecotourism and really focus on how to reduce emissions.”

Mr. Sascha Feuerherd, Managing Director – Alton Aviation Consultancy:

“Independent decision making is quite important for every airline, decisions must be taken from the management of the airline not by any government representative; internal decision making should be based on data, market and not on dreams or gut feeling. There is need to make continuous changes to improve efficiencies, cut costs and improve processes.”

Mr. Raphael Haddad, Jetcraft Commercial – President:

“Companies such as Amazon, Uber or Airbnb collect data and have the capability of accessing the habits of millions of customers; this data is then analyzed and manipulated. Airlines don’t have that capability. Eventually these companies will come into the air travel space and airlines need to be ready.”

Exciting innovations in digitization being used in the air transport space were put in focus during the discussion including biometric boarding passes, face recognition technology to help customers rent cars, holograms working at airports to help travelers find their way around, etc....

It was noted that 43% of consumers consider that the most important aspect of good digital customer experience is getting an issue resolved in a single effortless interaction.

Panel 2 Breaking the mould – working differently



Aviation is a business built on close partnerships given the complex nature of the sector which requires high level expertise at every stage. The last session at the 51st AGA brought together key partners working in the air transport ecosystem who gave their input on best practices to keep up with a competitive environment.

Ms. Catrin Drawer, Associate Partner – Lufthansa Consulting GmbH identified three positive developments currently taking form within the African aviation industry:

- Listening to travelers’ demand, developing services according to customers demand
- The connecting of societies through evaluating new routes opportunities
- Responding to market demands

A few insights from the session:

Mr. Gurpreet Sidhu Market Development Manager – Inmarsat Aviation:

“What we are finding is that by understanding passenger attitudes, behaviors and what their buying processes are like, we can help airlines adopt a retail mindset which is increasingly critical. It is not just about taking passengers from point A to B, it is about making money, being profitable and growing.”

Adding “Inflight connectivity and WIFI is beneficial to passengers and is a great way to increase ancillary revenues. The more carriers adopt it the more benefits they will see.”

Mr. Dino Gelmetti Vice President, Middle East and Africa – Sabre:

“We are looking at other industry models like Amazon and Google to see how we can take some of those best practices and apply them to the airline industry. In our partnership with our airlines, we look at where we could bring new technologies like artificial intelligence especially around personalization and understanding the voice of the customer.

We also work with a lot of airlines on how they can become retailers, that’s the big push at the moment; and personalization is the way to go.”

Mr. Sameer Adam, Regional VP Sales (EMEAR) De Havilland Aircraft of Canada Limited:

“We need to listen to the customer and also get the customer to talk to us so we can know where the issues are. At the same time, we have to find ways to bring ideas that have been implemented elsewhere and modify them to fit within the local context.

The transactional element has to move into how are we going to work together next year and five years from now.”

Mr. Raul Villaron Marketing Director – EMEA – Embraer:

“I think it is important to understand the market and focus on efficiency. Today in Africa more than 80% of flights depart with less than 120 passengers on board; why fly a larger 180seater aircraft if you can’t fill it? This is why partners such as ourselves are on ground to offer right sized aircrafts for the African market to improve the issue of connectivity, raise frequencies and deliver results to airlines.”



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Minister of Aviation -
Senator Hadi Sirika

Minister of Aviation in Nigeria, Senator Hadi Sirika revealed that the nation's international airports have been collaborating effectively with relevant agencies to ensure the dreaded Covid-19 does not find its way into the country. Sirika made this known with the Ministers of Health, Information and Humanitarian service at a joint press briefing and inspection of facilities at the Nnamdi Azikiwe Airport, Abuja to check its preparedness to forestall a spread of the virus in the country. Sirika said FAAN is working closely with Port Health, Agriculture Quarantine, Nigerian Customs Service,

Nigerian Immigration Services and other stakeholders including ground handlers.

He said that the Port Health Emergency Contingency Plan (PHECP) which was designed to detect, prevent and respond to any infectious diseases and outbreak has been effected.

Its successful implementation, according to Sirika, depends on strategies and activities based on the collaboration of relevant agencies and resolve of individuals to mitigate the entry and spread of the disease into the country.

We have entry screening for arriving passengers for all flights by Port Health Services using the temperature scanners, we are also collecting travel history information and carrying out physical observation of all incoming passengers," Sirika said

We are also focusing on early recognition and isolation of suspected passengers with facilities to transport them to designated hospitals and trace those that have had contacts with them. We also have a designated conducive holding area for Port Health Services in case of suspected cases on any aircraft, Sirika said.



Coronavirus can be easily prevented. And as you may know, it is a new deadly disease with no known cure yet that has affected and killed many people already in some parts of the world. To avoid getting infected, you must take the following precautions; Keep a safe

distance from sick persons. Use hand sanitizers or wash your hands with soap and water at intervals especially before and after the use of public toilets while in transit in crowded areas and while on board slides. Avoid shaking hands with people as much as possible. Do not cover your mouth and nose with your hands when coughing or sneezing, use tissue paper or hand towels. Please dispose safely into bins after use. If you are sick, inform the port health personnel on arrival if departing, do not attempt to board without going through the temperature scanners at the

airport. Inform the port health personnel immediately if you notice anyone who shows signs of sickness like fever, shortness of breath, cold, cough or catarrh. At arrival, you will be required to fill a travel history form which you must submit at entry with the port health personnel. kindly cooperate with them to ensure effective screening. Remember, it's best to avoid non-essential trips, especially to places with recorded cases of the virus. For more information and inquiries on travel Health Advisory call port health services on 09090207378

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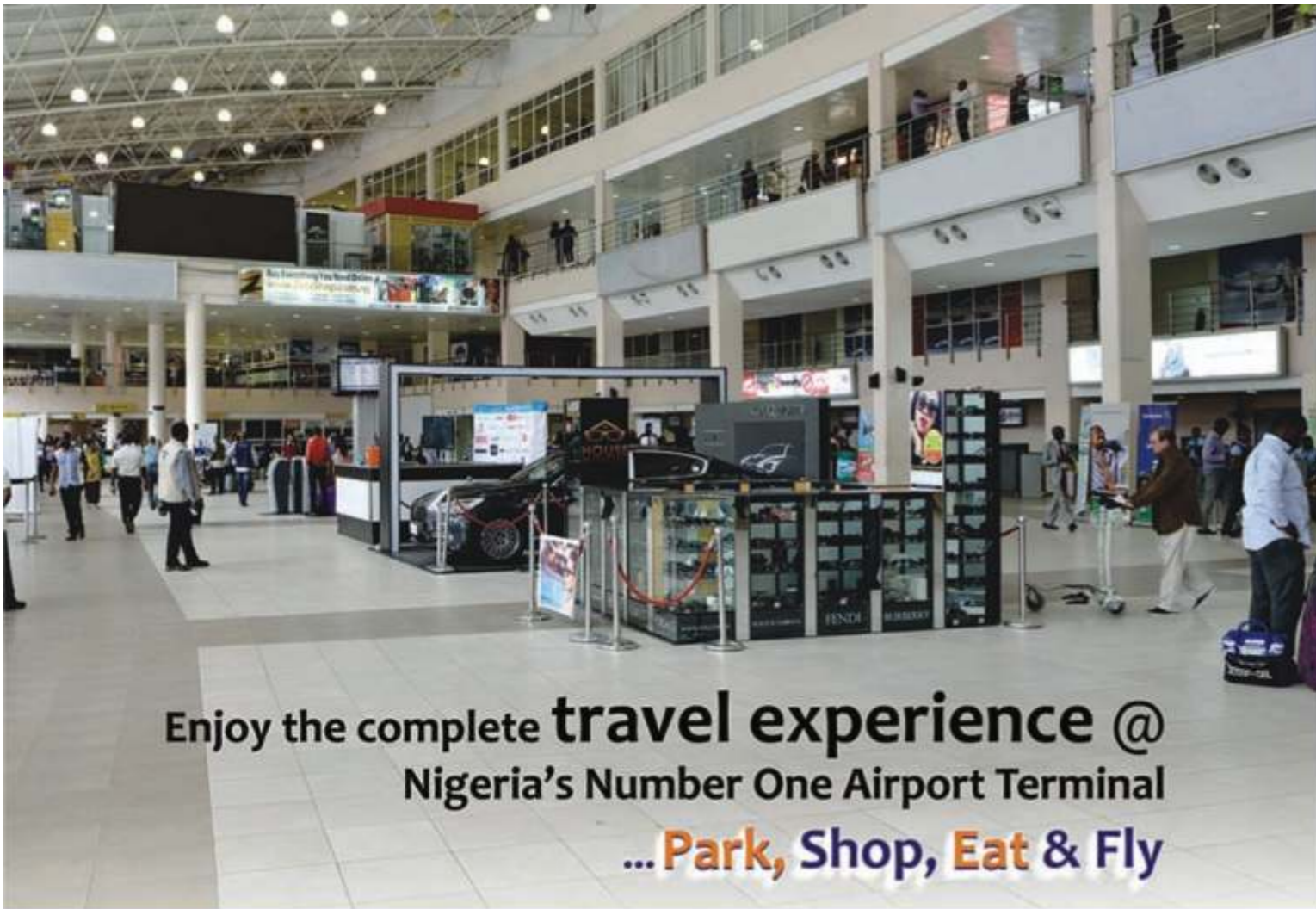
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FEATURE AVIO

The Importance and Challenges of Air Transport Services on the African Continent

By: Adiel Mambara

Air transport in many African countries is an important and vital corridor for passenger and cargo flows. There are many advantages an efficient air transport brings, however in relation to Africa it facilitates access to world markets, increases the economic competitiveness of countries, eases mobility and enhances regional integration.

There are many factors that could make the African aviation industry one of the most successful in the world. For instance Africa's population size (1.1 billion) and land mass (30.2 ml km²) alone presents many opportunities for the air transport industry. Almost a third of African countries (16 out of 54)

are landlocked and because alternative modes of transport are underdeveloped, this makes air transport all the more important.

While the merit of air transport is widely known, non-physical barriers continue to impede air transport service between different African countries. These barriers mainly originate from restrictive arrangements by governments which determine how the service is rendered. As a result, some African countries have initiated liberalization initiatives at regional, continental and bilateral levels to counter this.

Africa accounts for a small share (2.2%) of global passenger air traffic flow in

terms of Revenue Passenger Kilometers (RPK) which measures the volume of passengers carried by an airline. The International Air Transport Association (IATA) has forecasted that seven of the ten fastest growing passenger markets over the next 20 years will be in Africa: the Central African Republic, Ethiopia, Malawi, Rwanda, Sierra Leone, Tanzania and Uganda.

Egypt, Ethiopia, Kenya and South Africa represent over 70% of intra African air traffic. In fact a majority of African Countries depend on some of the national airlines in these countries for air services as well as foreign airlines. The African Airlines Association (AFRAA) suggested that up to 65% of

AVIO • FEATURE

the air traffic to and from Africa is carried by foreign airlines. Gulf carriers - notably Emirates - hold sway on routes between Africa and the Middle East. The big three Gulf carriers, together with Emirates' low-cost sister Flydubai, account for just over half the seat capacity in the market. This skewed statistic reflects underlying problems in Africa.

National carriers from bigger African economies such as Kenya Airways and South Africa Airways fell into financial difficulty and countries such as Nigeria don't even operate a national carrier. However some aviation analysts have opposing views and argue that not all African countries need to be served by a home carrier, as shown in Europe since deregulation in 1997. Further evidence has suggested that strengthening of some airlines at the expense of others is likely to possibly create a stronger market and even lead to higher service levels for passengers across the continent.

AFRAA highlight that many African Airlines are engrossed by poor load factors (69.6% in 2013 compared to the global average load factor of 79.9%)

which are associated to the imbalance of demand and capacity, un-coordinated intra-African networks and limited commercial co-operation especially for some African Airlines that have nothing to bring to the table.

One opportunity that African airlines can take advantage is enhancing a hub and spoke system at their main airports. The hub and spoke system was designed to provide more choices for travelers, albeit this efficiency can come with a price (the time required to fly from spoke to hub to spoke and additional operating costs).

In simple terms, the hubs are tied to the outlying cities (spokes), which maximize the number of travelers who can connect to different flights and target services to passengers choosing the hub as a stopover. Ethiopia Airlines such as Emirates and Ethiopian Airlines use their hub and spoke system to consolidate their operations within their main hub airports. Emirates for instance use their hub Dubai to serve numerous connections between the Africa, the Middle East and Europe, albeit geographically it is at a disadvantage compared to European

countries- exploiting the fact that Dubai is at the centre of a hub-and-spoke network allows critical mass to be reached to several African destinations. In the context of using the hub and spoke system in Africa, this brings some advantages for shorter intra-African routes with lower passenger demand. Whereas some of the routes that have high passenger demand, these routes may be operated profitably either as routes within a hub and spoke network or as direct routes per se. Some aviation analysts have also argued that regional jets have a significant role to play in low-density hub-and-spoke operations.

Despite the realization of the importance of the aviation industry to African countries, the ability of African airlines to access foreign markets remain is still hindered by restrictive regulatory policies. Many aviation analysts have long argued that the lack of a favorable market environment has prevented African airlines from achieving economies of scale that can result from expanded operations into lucrative foreign markets.

Creating a favorable aviation climate within the African continent is critical. Aviation analysts collectively agree that African countries must collectively focus on improved connectivity and liberalization policies (in particular African countries allowing any carrier to operate within Africa without restrictions) that promote an efficient African air transport supply chain. This in turn will boost tourism and intra-African trade in light of the lack of the African continent's surface transport network.

In the United Kingdom as an example, there are now plans to progress the development of the 3rd runway at London Heathrow Airport, and in Africa we are still talking about developing adequate airport infrastructure to enable accessibility to international markets.

Urgent action is needed by African Governments, it is now time to walk the talk and for policy makers to make tangible commitments in opening markets and connectivity across the African region.



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How Automation is Shaping the Airports of the Future

By Jennifer Nagu

Airport Automation allows for quicker and smarter delivery of aviation services globally. It helps to improve passenger experiences and ensures speed, efficiency and easy access to goods, services, education, and healthcare amongst others. Air travel is an important form of transportation. According to statistics by the International Civil Aviation Authority (ICAO), airlines worldwide transported about 4.1 billion passengers and 56 million tonnes of freight in 2017. Statistics by ICAO also showed that every day, airplanes transport over 10 million passengers and around USD 18 billion worth of goods. Additionally, aviation represents 3.5 percent of the gross domestic product (GDP) worldwide (2.7 trillion US dollars) and it has created 65 million jobs globally.

After a challenging 2019, predictions by IATA shows that in 2020, the global airline industry will produce a net profit of \$29.3 billion, improved over a net profit of \$25.9 billion expected in 2019 and overall industry revenues are forecast to reach \$872 billion (+4.0% on \$838 billion in 2019). Also, IATA predicts passenger numbers are

expected to reach 4.72 billion (up 4.0% from 4.54 billion in 2019). Freight tonnes carried are expected to recover to 62.4 million, a 2.0% increase over 61.2 million tonnes carried in 2019, which was the lowest figure in three years. The growing need for air travel as a quick and efficient means of mobilizing people and resources for sustainable and socio-economic reasons has made the need for automation and innovation most important.

Biometrics and facial recognition technology

The use of Biometrics and facial recognition for capturing passengers' biometric data is a form of technology being adopted in 2020. Biometric technology allows airlines to better handle large passenger volumes, improve passenger experiences and ensure the security and efficiency of passenger check-in services. Delta Air Lines rolled out its first biometric terminal in 2019 at the Atlanta Hartsfield-Jackson International Airport, whilst Emirates in 2018 unveiled its first Biometric technology at the Dubai international airport.

5G Technology

5G technology has been predicted to be much faster than 4G and, it will offer better internet connectivity within airports. In 2020, 5G technology is still at its early stages with countries like the US, Germany, and China only just rolling it out. Not many devices in the world come with 5G network option but experts predict that in a short while, this technology should become more common in the world. With the advent of a faster



network like 5G, passengers, airports and aviation entities will begin to see faster internet connectivity.

AI and Machine Learning

SITA 2019 Air Transport IT Insights reports that Airlines and airports have spent nearly US\$50 billion in 2018 on IT to support improvements to passenger experiences. In recent years, airlines and travel companies have inculcated elements of machine learning processes, to improve the ease of travel. Analysts predict that by 2020, 68% of airlines plan to adopt AI-driven chat-box services. About 94% of airlines and 82% of airports plan major mobile programs over the next three years. The main area of focus would be the commercialization of their mobile services with airlines looking to boost both direct and ancillary sales via their apps. Airports also plan to use chatbots for services such as notifications and airport guides.

Inflight Connections

Staying connected to the internet is of top priority to most airline passengers in the world today. In fact Airline passengers will rather buy tickets from

airlines with inflight internet connectivity than any available flights. A study by communications firm Inmarsat shows that a high-quality WIFI "up in the air" is capable of driving ticket sales by \$33 billion share shift. A major method used by airlines to provide internet signals is through ground-based mobile broadband towers that send signals to antennas of aircraft. A second method is by satellite technology.

Many airlines such as Emirates, Qatar, and Air France are presently doing more to better internet connections inflight. Some even offer free Wifi like Norwegian, Air China, and Nok Air. Others request that you pay to stay connected and they must do better to make it more accessible to the traveling public.

Robots

Engaging Robots will likely become common in both operational and customer-facing roles at airports in 2020. Experts predict that robotics will greatly correct the "customer-facing" challenges prevalent in the Travel industry. Robots have already been

deployed for tasks such as baggage handling (at Amsterdam Airport Schiphol).

Tokyo's Haneda Airport has announced the launch of the "Robot Experiment Project" which will allow various businesses and research organizations to test robotics technology in the airport environment. A total of 17 robots were chosen to participate in trials across cleaning, transportation and information categories.

Sustainable Aviation

According to the World Bank, passenger traffic will exceed 80,000 billion passenger-kilometers and freight volume will grow by 70 percent globally. Statistics also reveal that transport contributes negatively to the world; from the rise in one number of deaths resulting from transport-related accidents, fossil fuel use, and emissions of greenhouse gases, noise and air pollutions amongst others.

Sustainability is, therefore, an urgent solution to problems faced by a world, associated with environmental and climate challenges. Adopting sustainable aviation solutions will

ensure that airports and airlines stay focused on providing travel solutions that are eco-friendly and cause no harm to the climate that we benefit from.

Today, airports are increasingly going green to offset carbon emissions. The aviation industry as a whole is under great pressure to do better, to limit its carbon footprints even as airplanes are huge sources of global carbon emissions. Airport expansion projects, vehicular movements, passenger pollutions can raise airport carbon footprints, therefore airports are now adopting greener and eco-friendly initiatives as replacements for old methods of doing things.

Boston Logan airport, Oslo Airport Norway, Singapore Changi Airport amongst others are known airports with eco-friendly designs that are applaudable. Singapore Changi Airport, a Skytrax six-time winner of "best airport in the world" recently unveiled its jewel project, which features a green wall comprising of 20,000 plant species, a thermostat positioned closer to the ground and roof-mounted solar panels amongst others.



How to find your way and get comfy on any Plane - From a Flight Attendant's perspective.

By naijajumpseatchronicles

How have you been enjoying the last tips and hacks I brought to you? I hope you've been busy putting them to good use? This edition will attempt to help you find your way and settle down very quickly in any airplane.

First, there's no point figuring out how these plane work except you want a career as a Flight Attendant as they are too diverse and complex to be worth the trouble. You will possibly never know exactly what these planes are because even airplanes of the same model have different interior configuration. Straight on ahead to the rest of the details that you will find handy.

The safety features of any airplane are similar. These are non-negotiable and would be basically on most planes. I will attempt to give you a run through of these things.

1. Seat Belts:

Most planes will come with 2 point seatbelts and all you need to do is insert one end into the other and pull a short loose strap to tighten around your waist. If you need to unfasten it, simply lift the metal plate up and it would come apart. Seatbelts are always crossed on seats and you might need to take them out of the way before sitting. If you observe the absence of a seatbelt on your seat, then by all means, let the flight attendant know.

2. Life Vests:

There's always life vests on-board planes that fly over bodies of water. Typically, you won't see them because most planes have them under the seats, some

however, have them in between seats especially in business class. You might want to feel under your seat to ensure that it's present there.

3. There is usually a few features right above your head.

This contains features such as a no-smoking sign and a fasten seatbelt sign. When the sign is on, you're required to remain seated and strapped in. Of course you won't be able to use the lavatories. There is also a compartment with oxygen mask above you as well as reading lights and an adjustable air vent.

4. Exits:

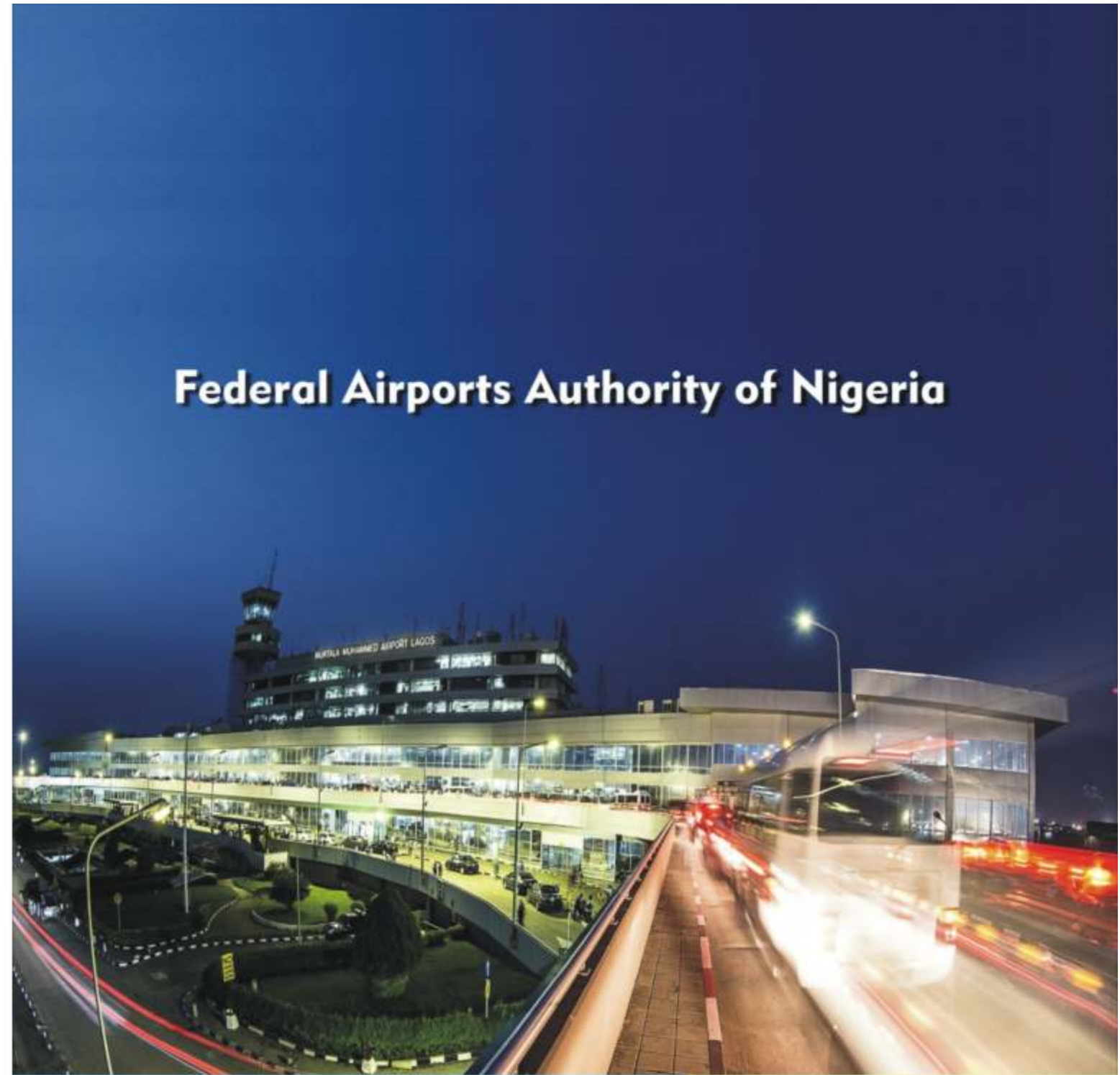
One of the most important things to do is to locate the nearest exits on any plane you get on. Exits are the doors. Also you usually find alternate exits over the wings. Ensure you know the closest one to you as it might be behind you.

Seats in airplanes are labelled from the left to the right beginning with ABC up till DEF depending on the plane. If you have a seat number with an A or a F, there are chances you're having a window seat. If you have a B or E it would be a middle seat and if you have a C or D an aisle seat.

Smoking- You may not smoke anywhere on a plane. So don't even bother at all. It is a criminal offence to do so as well.

Tray Tables- There is a tray table right in front of your seat typically, and if you don't have one then it might be in the arm rest. The gist about these tray tables however are the fact that they are one of the dirtiest parts of the airplane. You might want to use antiseptic wipes or sanitizers to clean them and wipe them down before using them regardless of how clean they look.

So try these tips and have a fantastic flying experience on your next flight. Till next time, Sheila. Sheila Pratt is a curator of @naijajumpseatchronicles on Instagram and can be reached via naijajumpseatchronicles@aol.com



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Cloudy with a Chance of A380

By Jody Appollis and Marcel Langeslag

Building and maintaining airport infrastructure is highly capital intensive, as runways, taxiways and aprons are massive pieces of civil works.

With safety being the top priority, all infrastructure must comply with international Standards and Recommended Practices (SARPs). One of the most important of these is the *International Civil Aviation Organization (ICAO) Annex 14 to the Convention on International Civil Aviation, Volume I Aerodrome Design and Operations*, commonly referred to as Annex 14.

This article looks at some of the recent changes to Annex 14 and outlines what this might mean for African airports and their ability to accommodate large aircraft.

Annex 14 covers standards and recommended practices for aerodromes. It additionally provides guidance on aerodrome data, physical characteristics, obstacle restrictions and removals, visual aids, electrical systems, operational services and maintenance.

It also describes the requirements airport infrastructure must comply with in order to safely accommodate different aircraft. These aircraft are grouped together by size, based on wingspan and outer main gear wheel span, ranging from code A for small aircraft (like the Cessna Model 404 Titan for example), to code F for the largest (the Airbus A380 and Boeing 747-800). Requirements for larger aircraft are obviously more demanding, leading to higher costs for

airports wanting to accommodate them. In November 2018, ICAO made substantial changes in the 8th edition of Annex 14 which have the potential to make airfields more efficient and provide improvements to capacity without compromising safety.

The Aerodrome Design and Operations Panel concluded that the pre-November 2018 standards – and those related to Chapter 3 in particular – were overly conservative for the modern aircraft and that a more efficient approach was needed. The initial runway widths for code F aircraft were determined based on extrapolation from code C, D and E aircraft parameters because there were no commercial code F aircraft in operation at the time from which to obtain actual data. Following a recent extensive

study, the Air Navigation Commission agreed that it would be to the benefit of industry to make the amendments proposed by the panel. The study showed that:

- wingspan should be used for aerodrome characteristics for separation distances, and that Outer Main Gear Wheel Span (OMGWS) should be used for runway and taxiway widths on the ground

- the code F aeroplanes deviate less than the smaller aeroplanes when maneuvering on the ground

- technology plays a role in better controlling the path of the aeroplane, and

- accident data shows that no significant benefit is gained by having a 60 m wide runway

instead of the new 45 m runway if the correct shoulder widths are present.

The most significant changes were made to the requirements regarding runway width, taxiway width and in the reduction of separation distances. A summary of these changes is provided in the table below:

ITEM	7TH EDITION	8TH EDITION
1. Aerodrome Reference Code	Code element 2 considers both the aircraft wing span and the Outer Main Gear Wheel Span (OMGWS).	Code element 2 only considers wing span.
2. Runway Pavement Width	Based on the code letter and number assigned for particular aeroplane characteristics.	Based on the OMGWS. The result is that the minimum width for the widest runway is reduced from 60 m to 45 m.
3. Runway Shoulder Width	Based on the code letter and runway width.	Based on the code letter and the OMGWS.
4. Runway Shoulder Surfacing	N/A	Should be able to resist erosion and ingestion of surface material by engines. Paved shoulders to an overall runway width of 60 m for code F aeroplanes.
5. Runway Turn Pads	Based on the code letter which considers the wing span. Specifies a more conservative design for inclement weather.	Based on the OMGWS. Does not specify a more conservative design for inclement weather.
6. Runway Strips	150 m for codes 3 and 4, 75 m for codes 1 and 2.	Reduced to 140 m and 70 m respectively.
7. Taxiway Widths	Based on the code letter which considers the wing span.	Based on the code letter and the OMGWS. The result is that the minimum width for the widest taxiway is reduced from 25 m to 23 m.
8. Taxiway Shoulders and Strips	Shoulder width values derived from location of outer engine. Taxiway strips based on the code letter which considers the wing span.	Shoulder width values derived from location of inner engine. Taxiway strips based on the code letter and the OMGWS.
9. Minimum Separation Distances	Distances between taxiway and runway centrelines are longer.	Distances between taxiway and runway centrelines have been reduced.
10. Obstacle Limitation Services	Length of the inner edge on the non-precision and precision approach is longer.	Length of the inner edge on the non-precision and precision approach has been reduced.



These changes enable airports previously not compliant for code F aircraft operations to safely accommodate the Airbus A380 and Boeing 747-800 without widening existing code E runway and taxiway full strength pavements. By implementing the new regulation airport authorities also have the potential to improve airport capacity, with minimal or no capital expenditure. This is good news for airports hoping to welcome these large aircraft in the future. However, it is worth considering how likely (or desirable) this actually is.

Global aviation news paints a grim picture of the future of the A380. Some airlines will be retiring the A380, orders are being canceled and the end of the aircraft's production has been announced. Air France for example, plan to retire its remaining nine A380s by 2022 reasoning that, "The current competitive environment limits the markets in which the A380 can profitably operate. With four engines, the A380 consumes 20-25% more fuel per seat than new generation long-haul aircraft, and therefore emits more Co2.

Increasing aircraft maintenance costs, as well as necessary cabin refurbishments to meet customer expectations reduce the economic attractiveness of Air France's A380s even further." Qatar

Airways plan to retire their fleet in 2024 while Emirates will retire its A380s by the mid-2030s. Indeed, Emirates have already reduced their final order from 53 to 14 aircraft. Qantas also canceled their last order for the A380.

In February last year, Airbus announced that they would cease production of the A380 in 2021. At the same time, Boeing has also indicated that demand for the 747-800 is likely to be limited to VIP operations (such as that owned by the Moroccan Government) and that it has no orders on the books for commercial passenger variants.

At present, the only airports in Africa receiving scheduled A380 flights are Johannesburg, South Africa (with BA, Air France and Emirates); Abidjan, Ivory Coast (with Air France); Casablanca, Morocco; Plaine Magnien, Mauritius and Cairo, Egypt (all with Emirates). No African airlines operate the A380. With the average flight to Africa's largest airports carrying fewer than 100 passengers, it is challenging for airlines to justify using the A380 with its capacity to hold more than 500 passengers. As airlines look to right-size their aircraft for the African market, often opting for smaller regional jets or turboprops, code F compliance of an airport is often a non-issue.

With design standards changing in favour of code F aircraft on the one hand, but retirement announcements from various parts of the world on the other, this begs the question: what is the future of code F aircraft?

With limited operations at present and relatively low passenger numbers on most routes, does the A380 have a future in Africa? While ICAO strives to maintain a high level of capacity and efficiency – and the latest changes to Annex 14 are a definite reflection of that goal – have these changes perhaps come too late for the A380?

It is important to note that there are other aspects of airport infrastructure and facilities to be considered in relation to code F aircraft that may not be addressed by Annex 14. These include for instance, aircraft pavement strength, terminal building capacity, aircraft ground handling equipment and baggage handling systems. Although it may be tempting for airports to write off the need for code F compliance, one can never (accurately) predict the future. One sensible approach might be to consider code F requirements when making infrastructure investments and, where possible, making reservations to enable future upgrades.

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