

2021 at a glance: AFRAA actions

FEBRUARY 2021

AFRAA launches 2021 fuel process

The Secretariat launched the 2021 AFRAA fuel tender process. 12 member airlines expressed their interest to procure jointly and sent their volumes for the various locations. Over 460 million litres were procured at 83 locations. AFRAA sent out tender invitations to 95 suppliers in AFRAA prequalified

database, and received 50 bids from the suppliers interested to supply in the various locations on tender.

The Airlines contracted the awarded suppliers at the various locations for a period of 12 Months (commencing 1 July 2021 – 31 June 2022).

AFRAA launches project for the reduction of navigation charges

In line with AFRAA's COVID-19 recovery plan pillar 6 which is on Cost Management, AFRAA held a webinar on 23 February 2021 to launch a Project for the Reduction of Navigation Charges.

This program assists member airlines with the following:

- i. Improving the process of invoice validation;
- ii. Enhancing strategy and operations with a Business Intelligence Tool;

- iii. Viewing Big Data on a GIS portal;
- iv. A unique, no cost SaaS 'cloud ready' solution;
- v. Building bridges between the Operations and Finance department;
- vi. An intuitive and ready to use system.

We continue to invite members to engage AFRAA in planning demonstrations of customized data intelligence tools and reap crucial savings on air navigation bills during the COVID-19.

MARCH 2021

AFRAA as part of AAIG define actions for reduction of high cost of Air Transport Operations and measures for sustainable growth of African aviation

The African Aviation Industry Group (AAIG) held a high level webinar to deliberate on practical solutions for the reduction of high cost of air transport operations in Africa. Staged under the theme: "**Achieving Affordable Air Transport across Africa**", stakeholders at the webinar agreed on a set of actions for implementation with defined timelines to achieve the goal of a sustainable African aviation industry.

In addition to the main topic of the webinar, which is the high cost of aviation in Africa, Aviation stakeholders at the webinar further identified key challenges affecting the sustainability of African aviation such as safety and security concerns, poor intra-Africa connectivity/market access limitations and inadequate infrastructure, among others.

The forum articulated the recommendations as a matter of strategic priority on the following areas:

- i. High operational costs in Africa;
- ii. Air Transport Affordability;
- iii. Addressing other barriers constraining the sustainable growth of African aviation (safety, intra-African connectivity, infrastructure and airline economies of scale).

The event was attended by over 250 participants comprising representatives of African aviation institutions, Development agencies, African airlines, Civil Aviation Authorities, Airport Operators, Airline Associations, government entities, Aircraft manufacturers and aviation solutions and service providers.

AFRAA and Ethiopian Airlines strengthen collaboration and Sign a Memorandum of Understanding

On 5 March 2021, Addis Ababa, Ethiopia: AFRAA's Secretary General, Mr. Abdérahmane Berthé and Ethiopian Airlines Group CEO, Mr. Tewolde GebreMariam, accompanied by their respective leadership teams held a consultative meeting at Ethiopian Airlines headquarters in Addis Ababa.

Leaders at the meeting noted AFRAA's on-going projects geared towards fostering of collaboration among its members, cost reduction and creation of synergies among African airlines. Various areas of advocacy by AFRAA for the sustainability of African aviation through promotion of

intra-Africa travel, reduction of high operating costs and infrastructural development were discussed.

At the occasion of the visit, AFRAA and Ethiopian Airlines signed a Memorandum of Understanding (MoU) on training that will facilitate a framework of collaboration between AFRAA and Ethiopian Airlines Aviation Academy to achieve common objectives on training of aviation professionals across the African continent. The collaboration will support the development of sustainable and safe air transport system in Africa and thereby effectively contribute to the continent's economic development and integration.

AFRAA launches the SkyConnect leadership dialogues show

On 10 March 2021, AFRAA launched a monthly leadership dialogue series dubbed 'SkyConnect'. The purpose of SkyConnect is to accord leadership in aviation, tourism, trade, finance and the economy, a platform to share with stakeholders developments within their sectors and how these are positively impacting aviation and the general socio-economic development of the continent. Each dialogue explores the inextricable relationship between aviation, tourism, trade and the wider economy of Africa; how to accelerate growth, promote regional integration and create jobs.

In the inaugural edition, AFRAA Secretary General, Mr. Abdérahmane Berthé took the stage to discuss:

- A review of the aviation industry;
- Post-COVID industry recovery;
- What AFRAA is doing to support the recovery;
- The inter-relationship between air transport and AfCFTA;
- COVID-19 vaccine access and distribution.

SkyConnect dialogue takes place once every first Wednesday of the month from 1400-1500 hours East Africa time.

AFRAA-Africa CDC webinar on safe reopening of Borders

AFRAA in collaboration with Africa CDC organised an insightful webinar under the theme: 'Building Momentum for Systematic Testing and Safe reopening of Borders' on 23 March 2021.

The webinar focused on:

- Measures for building confidence in flying;
- Analysis of CART III recommendations;
- COVID-19 testing, vaccine access and distribution;
- Lives and livelihood campaign on Safe reopening of Borders.

AFRAA attends regional workshop on Satellite Based Augmentation System (SBAS) Implementation in Africa and presents African position

As SBAS is complex, Africa requested that AFCAC arranges a continental Cost Benefit Analysis (CBA). Considering the retrofit cost of SBAS airborne equipage, AFRAA Technical Operations and Training Committee supports the required continental CBA.

However, ASECNA, supported by interested parties in Europe, is pushing for SBAS in ASECNA States' airspace. To that effect, ASECNA performed demonstration flights with their calibration ATR42 and conducted a conference from 28 to 29 January 2021 in Lomé. AFRAA attended the Lomé event and stated the AFRAA TOTC position.

On 4 and 5 March 2021, the Secretariat attended a Regional SBAS workshop, made a presentation:

- Expressed concern about fleet retrofit costs, particularly during this period of COVID-19;
- Ensured that through Collaborative Decision Making (CDM), infrastructure development in Africa takes the views of airlines and;
- Demanded the continental CBA.

AFRAA – AFC – UNECA hold webinar on financing of African airlines and exploration of investment opportunities

On 24 March 2021, the African Airlines Association (AFRAA) in collaboration with the Africa Finance Corporation (AFC) – a pan-African Multilateral Development Financial Institution and the Economic Commission for Africa (UNECA) held a webinar to discuss financing challenges of African airlines and explore areas of support as well as investment opportunities.

The webinar presented a unique opportunity for airlines to learn about AFC's financing opportunities, financing options and criteria with the aim of establishment of direct engagement between AFC and African airlines.

APRIL 2021

In the April Series, The AFRAA SkyConnect dialogues hosted Mr. Tefera Mekonnen, Secretary General, African Civil Aviation Commission (AFCAC) for a lively, educative and thought-provoking discussion that edged out practical, implementable recommendations as well as point to success stories that can be emulated for accelerated results.

Participants at the SkyConnect dialogues to get insights on:

- AFCAC's organisation perspectives on the Aviation Industry;
- Connectivity and SAATM Implementation;
- Industry competitiveness and costs;
- Aviation policy developments;
- Role of the regional institutions and organisations in supporting Africa air transport development.

AFRAA meets IATA Regional Vice President for Africa & the Middle East

AFRAA Secretary General – Mr. Abdérahmane Berthé, had a consultative meeting on 8 April 2021 with the newly appointed IATA Regional Vice President for Africa & Middle East, Mr. Kamil H. Al-Awadhi following his recent assumption of office in March 2021. Among the follow up actions to this meeting include:

1. The engagement of the AUC Commissioner H.E. Amani Abou-Zeid to discuss the subject airlines' financial support.
2. The engagement of the Director – Africa CDC to discuss how best to address the issue of reduction and harmonisation of PCR costs. I will shed more light on this shortly shortly.

AFRAA Distribution Committee held meeting

AFRAA Distribution Committee held its 2nd meeting on 13 April 2021. The meeting took stock of actions by the Secretariat and developments in the industry pertaining to distribution and settlement. The following main areas were covered in the meeting;

- i. Current Secretariat updates in the development of a solution that will regroup a distribution and settlement system at a reduced cost for AFRAA member airlines. This follows the change of concept as directed by EXC 180 to a non-blockchain-based tool with the objective of reduction of

airline operating costs in Africa and addressing the distribution and settlement challenges faced by African airlines.

- ii. Subject matter expert presentations and discussions on;
 - Airline merchandising strategies for recovery
 - Embracing NDC in the African market
- iii. Recommendations from the air transport industry distribution chain on the usage of vouchers and refunds for consideration by Airlines.

AFRAA and ACI Africa Sign MoU for mutual support to the Air Transport Industry in Africa

On 22 April 2021, AFRAA and Airports Council International Africa (ACI Africa) signed a memorandum of understanding (MoU) to materialise their cooperation. Under the framework of the MoU, AFRAA and ACI Africa will mutually support the development of the air transport industry in Africa through collaborative actions to address safe, secure, seamless, environmentally-friendly and affordable air travel, among others.

The MoU was signed by Abdérahmane Berthé, AFRAA's Secretary General and Mr. Ali Tounsi, ACI Africa's Secretary General. Under the MoU, AFRAA and ACI Africa will align their actions and work jointly on the following main areas:

- i. Promotion and sharing of best practices to foster constructive engagement between airport operators and air carriers;

- ii. Safety enhancement initiatives in line with the Abuja safety targets;
- iii. Promotion and implementation of new technologies in air travel;
- iv. Data and intelligence sharing;
- v. Affordable airfares in Africa using a holistic approach for the reduction of the cost of air travel;

- vi. Focused think tank group, led by AFRAA and ACI Africa and comprising subject-matter experts in airports and airlines, to exchange views, steer constructive dialogues and address matters of prime importance and interest for the air transport industry on Africa;
- vii. Joint events (webinars, trainings, workshops, etc.) on how to render air travel more affordable in Africa.

AFRAA – IATA – AASA meeting with AU Commissioner on airlines’ financial support

AFRAA – IATA – AASA had a virtual meeting on 28 April 2021 with the AU Commissioner for infrastructure and energy on the issue of financial support to African airlines. During the meeting the 3 associations highlighted that if urgent action is not taken to provide much needed financial relief to African airlines now, there might not be a viable African aviation industry for much longer. Should African aviation and intra-Africa connectivity be

allowed to crumble, it will have severe implications for Africa’s socio-economic development.

The meeting made a follow up on the AUC High Level Task Force recommendation for financial support and pledge of USD 25 billion (to be secured from DFI’s – AfDB, AFREXIM, World Bank) which is instrumental to the survival of African airlines.

MAY 2021

The May 2021 edition of the AFRAA SkyConnect hosted Mrs. Emily Mburu-Ndoria, Director Trade in Services who will be representing H.E. the Secretary General of the AfCFTA for a thought-provoking one-on-one dialogue with matters on the AfCFTA and how it will impact Africa.

Participants in the May edition of the SkyConnect Dialogues got insights on:

- AfCFTA and how it will impact Africa;

- Status update on AfCFTA since Jan 2021 – progress made, challenges and next steps;
- COVID-19 – a facilitator or stumbling block to AfCFTA progress;
- Regulatory and policy harmonisation for trade facilitation;
- Inter-relationship between the Single African Air Transport Market (SAATM); the Africa Continental Free Trade Area (AfCFTA) and the protocol of the free movement of people and goods.

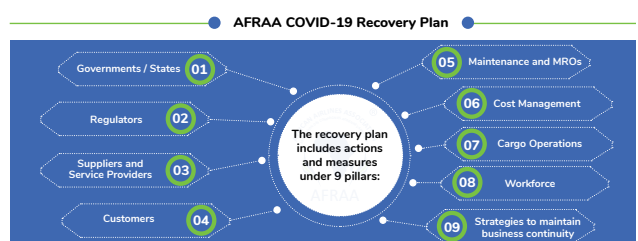
United Aviation Solutions and AFRAA launch initiative for “African airlines to provide MRO support to North American airlines”

AFRAA and United Aviation Solutions (UTD) launched the Brown Condor Initiative (BCI) aimed at providing a platform for AFRAA members with Maintenance Repair and Overhaul (MRO) facilities to support their North American counterparts in MRO services and assets. UTD and AFRAA have created a portal that will ensure the reliable delivery of equipment and services to airline customers and channel partners. In the coming weeks, UTD and AFRAA will conduct weekly webinars showcasing the BCI initiative through an engaging and innovative Virtual Reality (VR) presentation.

Mr. Abdérahmane Berthé, AFRAA Secretary General stated: “The BCI will provide aviation stakeholders access to market-leading services to support the development of Africa’s aviation industry. The strengths of AFRAA member airlines are key to the solutions offered for the global crisis in aviation. We have carefully selected AFRAA members that can immediately provide MRO solutions while simultaneously consolidating member Used Serviceable Materials onto one platform.”

“AFRAA is collaborating with innovative thinkers to utilise the downturn in our industry to provide new sustainable opportunities to African airlines.” Mr. Berthé added.

AFRAA’s recovery plan that was developed in 2020 encompasses actions to navigate through COVID-19 that are anchored on 9-pillars, these include: Governments, Regulators, Service providers, Customers, Maintenance, Cost management, Cargo operations, Workforce, Ensuring Business Continuity. The portal addresses actions under pillars on cost management, cargo operations and business continuity.



AFRAA Stages 9th Aviation Stakeholders Convention: Stakeholders align on priorities for an efficient air transport industry recovery

The African Airlines Association (AFRAA) and Ethiopian Airlines held the 9th Aviation Stakeholders' Convention from 18-19 May 2021. The Convention concluded with an alignment on priorities for the efficient recovery of the air transport industry in Africa.

The event which was held in virtual format, was graced by the Minister of Transport of the Republic of Ethiopia, H.E. Mrs. Dagmawit Moges as the guest of honor and was attended by 538 participants from the air transport industry and fraternity in Africa and across the globe.

Held under the theme: **"Building Blocks for the Air Transport Industry Recovery"**, the Convention provided an ideal forum for air transport industry stakeholders to dialogue, exchange knowledge and experiences for the sector's recovery efforts and deliberate on feasible solutions to alleviate challenges in the African travel industry.

Event recommendations and highlights

Travel ecosystem stakeholders at the Convention deliberated on the various on-going and expected actions towards the restart of the industry in the context of the African continent and recommended the following actions for a durable restart and recovery of air travel in Africa:

1. Priority actions for the industry restart

Financial support to airlines as well as the implementation of harmonised and internationally adopted health and travel protocols were singled out as the top priority focus areas for the industry restart.

2. Safe reopening of borders

African States were urged to expedite the vaccine roll-out campaign in Africa, lift prohibitive travel restrictions, adopt globally interoperable digital health pass or certificate and make available universal, accessible and affordable COVID-19 testing facilities to all air travellers.

3. Financial support to airlines

A call was made for greater collaboration and acceleration of the collective efforts among stakeholders with States and financial institutions urged to provide financial support to the travel industry. Airlines on their end were encouraged to improve the sustainability of their operations in order to

enhance their bankability and thus be in a position to receive better support from financial institutions.

4. Sustainable airline operations – actions by airlines

African Airlines were encouraged to be flexible, lean, smart, collaborate and have a clear strategic focus putting in place a future-ready business model.

5. Sustainable airline operations – actions by industry stakeholders

Stakeholders were urged to address the issue of high taxes, fees and charges that impact the sustainability of the air travel industry and support the implementation of the Africa Continental Free Trade Agreement (AfCFTA) and the Single African Air Transport Market (SAATM) to drive business growth in Africa and intra-Africa connectivity.

6. Cargo operations

Operators were urged to treat cargo as core-business and to give it priority in strategy, fleet planning, network development and to be represented at the board-level.

7. Safety

With AfDB support, AFCAC, AFRAA and IATA to continue with joint efforts to prepare African airlines for ISSA or IOSA to further improve Africa safety performance. Additionally, AFRAA airlines with FAA or EASA approved MROs were urged to contribute in the enhancement safety through continuous airworthiness and generate new revenues under the framework of the AFRAA-UTD MRO joint initiative.

8. Technology

Investment in technology that will enhance the passenger experience, drive cost savings and improve operational efficiencies was highlighted as key. Airlines were urged to leverage on smarter retailing to survive in today's dynamic market and unlock incremental revenue streams.

9. Fuel

A call was made for the industry to adopt competitive and transparent fuel costs in Africa. Stakeholders in the fuel supply chain were urged to work together to adopt best practices for safe, quality jet fuel, especially after such a prolonged period of low level operations.

AFRAA participates in the review of draft external ASA policy guidelines

On 18 May 2021, the AUC convened a meeting of industry stakeholders including AFRAA, to review the draft external policy guidelines and binding clauses for negotiations of air service agreements with non-African states (this draft was earlier sent to all member airlines by the Secretariat). From the discourse, it was apparent

that further consultation was required particularly at the States level. The meeting agreed to allow states more time to review the document and submit their comments before another meeting of experts is convened. Airlines that did not provide input to this draft document were encouraged to do so through their respective states.

AFRAA industry Call for Action for safe reopening of borders to foster Saving Lives, Economies, and Livelihoods in the African Continent

AFRAA, as part of the Africa High Level Task Force on the Recovery of the African Air Transport Industry joined African Ministers responsible for Health, ICT, and Transport to make a call to the African States to work towards harmonising pre-entry and exit requirements for cross-border travel, increase mutual recognition, and cross-border information exchange. The Africa CDC, the lead COVID-19 response organ of the African Union, has gone further to provide a platform to member states to support this undertaking known as Trusted Travel (www.africacdc.org/trusted-travel). The Ministers also called for cross-collaboration among different sectors and stakeholders. The Call to Action comes under the umbrella of Africa Against COVID-19: 'Saving Lives, Economies, and Livelihoods' campaign, which recognises the need to define our 'new normal' by striking a balance between saving lives, reopening of economies, and revitalising livelihoods within the African continent.

The Call to Action has been jointly developed by a multi-sector Africa High Level Task Force, comprising of the African Union and other relevant regional and international institutions and partners. It addresses specific elements to safely re-open all borders including intra-regional and international air travel.

The Africa High Level Task Force on the Recovery of the African Air Transport Industry was set up to serve as an advisory body for the campaign on Africa against COVID-19 "Saving Lives, Economies and Livelihoods". The campaign was endorsed on 20 August 2020 by the Bureau of the Assembly of the African Union (AU) Heads of State and Government with Chairpersons of Regional Economic Communities (RECS) of the African Union. AFRAA is among the stakeholders and partners that form the Task Force. The other members of the Task Force include: AFCAC, ACI Africa, IATA, ICAO, WHO, the Afrochampions Initiative, Africa CDC and the AUC.

The Task Force developed a Call to Action that addresses specific elements to safely re-open all borders including intra-regional and international air travel on:

- Travel entry and exit requirements;
- Maintaining safe public health corridor before, during and after travel;
- Compliance to multinational treaties and regulations.

The Call to Action was circulated to the respective Ministries and Heads of State of African States and work is underway across different levels to ensure the recommendations are carried out.

JUNE 2021

AFRAA releases the 2020 Africa air transport report

On 2 June 2021, AFRAA released the 2020 Africa air transport report. The report gives an in-depth analysis of Africa's air transport industry performance for 2020 covering: financial performance, passenger and cargo traffic evolution, airport ranking, intra Africa connectivity and openness. The

report provided details of the dismal operational and financial performance of the airline industry as a consequence of the COVID-19 pandemic. The report can be accessed through the link <https://afraa.org/wp-content/uploads/2021/06/AFRAA-Air-Transport-Report-Q1-2021-Updated.pdf>

AFRAA SkyConnect leadership dialogues

The June 2021 edition of the AFRAA SkyConnect took place on 2 June 2021. The show hosted Mr. Romain Ekoto, Chief Aviation and Air Transport Officer – Infrastructure, Cities and Urban Development Department at the AfDB who took the stage for a thought-provoking one-on-one dialogue on the role of AfDB in supporting Africa aviation sector.

Participants in the June edition of the SkyConnect dialogues got insights on:

- Role AfDB in supporting Africa aviation sector
- Investment in airlines – government vs private sector
- Limitations to foreign investments
- Market access
- Making air transport in Africa attractive
- Single African Air Transport Market (SAATM)
 - Support to AFCAC – safety/capacity building
 - Ongoing progress
 - Improving connectivity and lowering costs
- Bank's interventions on the Impact of COVID-19.

AFRAA concludes the 2021 fuel tender programme: Significant cost savings estimated for participating airlines

The Secretariat concluded the AFRAA fuel tender 2021-22 process on 10 June 2021 under the framework of the AFRAA fuel project. The fuel programme, which runs on an annual basis, has achieved a total of USD 55 million cost savings to the participating airlines since its establishment in 2012. The 2021 fuel programme is expected to realise an estimated USD 0.5 million in cost savings cumulatively for the participating airlines for the period 2021-2022.

Fuel is the most significant component of operating costs of flight operations. Fuel costs are significantly higher in Africa compared to the rest of the world. High fuel costs and other expensive charges drive down the competitiveness of African air carriers. As a result, African airlines' available seat-kilometre costs are much higher than the industry average.

Other focus areas for value addition to airlines by the AFRAA Fuel Committee include:

- Lobbying in close collaboration with industry stakeholders (Airlines, Industry Associations, Fuel Suppliers, Governments and Regulatory Authorities) for the reduction of high taxes charges and fees;
- Addressing unique challenges being faced by African airlines on fuel on a location by location basis;
- Capacity building to participating members in fuel purchase and management through experts on the negotiation and handling of fuel purchases as well as fuel cost management and other areas relating to commercial aviation fuel.

A total of 12 member airlines participated at the 2021 programme, including: Air Bostwana, Air Burkina, ASKY, Astral Aviation, Kenya Airways, LAM Mozambique, Precision Air, RwandAir, South African Airways, TAAG Angola, Camair-co and Congo Airways.

JULY 2021

July AFRAA SkyConnect dialogues

The July edition of AFRAA SkyConnect show hosted Mr. Ali Tounsi, Secretary General – ACI-Africa for a thought-provoking one-on-one dialogue on:

- ACI-Africa's role in supporting African aviation and especially its role in airports safety, security, infrastructure/capacity development and sustainability;
- The size of African airport and implications for revenue generation;

- Competitiveness of airports and airlines expectations;
- State owned versus private airports – ACI-Africa's views;
- Airports readiness for traffic boom arising from SAATM and AfCFTA implementation;
- Collaboration for success of the industry.

AFRAA Technical Operations & Training Committee meeting

The AFRAA Technical Operations and Training Committee (TOTC) held its second meeting online on Tuesday, 6 July 2021. The meeting reviewed subjects such as cooperation with members' Training Centers, cost reduction initiatives, regional programmes relating to air navigation services, and safety.

Airline representatives from Engineering and Maintenance, flight and ground operations, and training departments attended the meeting.

With regards to cooperation with member airlines training centers, AFRAA made significant steps in implementing the EXC directive relating to the cooperation with member airlines Training Centers. The Secretariat has signed a Memorandum of Understanding with Ethiopian Aviation Academy, Kenya Airways Pride Center and Royal Air Maroc.

Joint letters to States and to DFIs on financial support to airlines

Following the AFRAA, AASA, IATA and the AUC held on 21 June 2021 to re-evaluate and identify joint actions to take on financial support to the airline industry in view of the dire situation, AFRAA in collaboration with AASA and IATA made the following campaigns:

- AFRAA, AASA, IATA joint letters to States requesting for urgent financial support to African airlines – July 2021: African airline industry joint association letter to African States to follow up on the African Union Commission's (AUC) appeals to governments for urgent direct and indirect financial support that will facilitate the revival of aviation economic activities.

ii. AFRAA, AASA, IATA joint letter to Development Financial Institutions (DFIs) on COVID-19 financial support to African airlines – July 2021: African airline industry joint association letter to DFIs to seek urgent consideration in

allocating resources which airlines can draw to sustain their operations and request for guidelines on the pre-conditions, documentation and/or guarantees that are required from airlines to access the facilities from the DFIs.

AUGUST 2021

AFRAA SkyConnect leadership dialogues

The August edition of the AFRAA SkyConnect Dialogues hosted Ms. Elcia Grandcourt, Director, Regional Department for Africa – UN World Tourism Organization (UNWTO) as the guest for a thought-provoking one-on-one dialogue.

The show discussed:

- The role of UNWTO in supporting tourism development in Africa;

- Competitiveness and sustainability of Africa tourism;
- Connectivity and tourism;
- Future of tourism – post-COVID outlook for Africa;
- Collaboration for industry success – How UNWTO is working with other organisations for tourism restart and sustainability.

AFRAA holds virtual workshop user charge fees, charges and taxes in collaboration with IATA, ICAO, ACI and CANSO

In the month of August AFRAA held a joint meeting with IATA, ICAO, ACI and CANSO on airport and air navigation user charges. The aviation virtual workshop which was held on 19 August 2021, gave an overview of ICAO framework for setting user charges, looked at the concept of building blocks in aviation charges and also discussed actions to restore a sustainable economic equilibrium for airports and

African aviation ecosystem. The industry needs to take appropriate actions for the implementation of policies on aeronautical user charges for future success of the aviation industry. The other important event on taxes and charges is the coming AFRAA LAB on High Taxes and Charges scheduled to take place in Q1 2022.

SEPTEMBER 2021

AFRAA September SkyConnect dialogues

Mr. Abdérahmane Berthé, AFRAA Secretary General, took the stage during the September 2021 edition of AFRAA SkyConnect. Mr. Berthé as he shared with stakeholders the laudable projects and programmes being led by African Airlines Association (AFRAA) in the African landscape of the air transport sector.

Highlights of the dialogue:

1. African air transport state of the industry;
2. AFRAA position on vaccination and health protocols for a safe restart;

3. Status updates on financial support for the air transport industry and the impact on African airlines' competitiveness;
4. AFRAA initiatives for African airlines' collaboration and consolidation;
5. Milestones on the implementation of the Single African air transport market (SAATM) and the African Continental Free Trade Agreement (AfCFTA);
6. AFRAA's collaboration with industry organizations for the development of the travel and tourism sectors: UNWTO, ACI Africa, IATA.

AFRAA in collaboration with Lufthansa Consulting and Kenya Airways hold an airlines consolidation workshop

The African Airlines Association (AFRAA), Lufthansa Consulting and Kenya Airways staged a high level workshop on 14 September 2021 on African airlines consolidation to discuss the reasons for few partnerships and limited airline

consolidation, the challenges and benefits of consolidation and measures for action by industry stakeholders to address the situation.

The important workshop brought together over 200 participants comprising airline CEOs, C-level representatives from airports, CAAs and other African air transport decision makers as well as the media.

The forum articulated the following recommendations for action by the industry:

- i. Consideration of various models of consolidation including equity partnerships between two airlines or across a group of investments, cooperation between two or more well-matched airlines, or the formation of a new common airline. The concept of 'Air Afrique' remains a valid consideration for Africa;
- ii. Implementation of appropriate corporate governance structure is necessary for consolidation. Political interference in the airline management is to be avoided;
- iii. Call to Development Finance Institutions (DFIs) to finance the feasibility study of consolidation models;
- iv. Call for uniform implementation of harmonised regulations and the establishment of an enabling working relationship between regulators, airlines and Regional Economic Communities (RECs);
- v. Enhancement of cooperation among African airlines (alliance of airlines, pooling resources, code sharing and interlining);
- vi. Call for support and commitment from Governments for airline consolidation in Africa;
- vii. Urge airlines to carry out careful evaluation of potential consolidation/partnerships based on factual data;
- viii. Exploration of cargo opportunities for air cargo consolidation;
- ix. Call for government and private sector collaboration to achieve concrete steps in airline consolidation;
- x. 'Walk the Talk' – translate ongoing discussions into action in the interest of delivering accelerated benefits to the aviation ecosystem.

AFRAA and UNWTO sign MoU to cooperate to restart of African Tourism and Travel

On 21 September 2021 UNWTO has signed a memorandum of understanding (MoU) with the African Airlines Association (AFRAA) to work more closely together and strengthen the relationship between the aviation and tourism sectors.

The MoU was signed by Abdérahmane Berthé, AFRAA's Secretary-General and UNWTO Secretary-General Zurab Pololikashvili. Under the terms of the agreement, both parties will consult each other on matters and activities of mutual interest to develop greater connectivity and advance seamless travel across Africa. The two parties will also work together to encourage greater cooperation and dialogue between the transportation and tourism sectors within the continent.

Secretary-General Pololikashvili said: "Coordination and cooperation are essential for the safe restart of tourism

across Africa. Closer collaboration between our sector and aviation will also help African tourism grow in the years ahead, driving economic development and providing opportunities for millions of people throughout the continent."

AFRAA Secretary General, Mr. Abdérahmane Berthé stated: "Aviation and tourism are interrelated and interdependent. By signing this MoU, AFRAA and UNWTO will augment the coherence between the two sectors as well as harmonise the respective regulatory frameworks and sectorial policies."

In the more immediate term, the new MoU is aimed at helping mitigate the impacts of the pandemic on African aviation and restarting international travel. Looking further ahead, the agreement will also help grow the overall benefits of tourism and air transport within both national and regional economies.

AFRAA stages a SAATM capacity building workshop in collaboration with AUC and AFCAC

The Capacity Building Workshop on the Institutional and Regulatory Instruments of the Yamoussoukro Decision was jointly organised by AU, AFCAC and AFRAA and hosted by AFRAA took place on 29-30 September 2021 in a virtual format.

The workshop was organised following the adoption of the following Institutional and Regulatory Instruments of the Yamoussoukro Decision (YD) by the 30th Ordinary Summit of the African Union Assembly of Heads of States and Government summit held in Addis Ababa, Ethiopia in January 2018:

- Powers and Functions of the Executing Agency (EA);
- Competition rules and;
- Consumer Protection Regulations.

This workshop is the third in a series of events planned by the AU and AFCAC to sensitize various stakeholder groups and the RECs on the institutional and regulatory texts. The earlier two were held in February and August 2019 in Addis Ababa and Niamey respectively.

At the end of the workshop delegates were:

- Taken through the various institutional and regulatory text to enhance their understanding and appreciation;

- African Airlines are now equipped with knowledge on how to apply the Instruments in their operations;
- Backed by the knowledge acquired airlines are encouraged to join in the advocacy to get more States to Commit to the Solemn Commitment of SAATM;
- Airlines also shared their experiences Competition and Consumer Protection regulations implementation and highlighted areas that need improvement.

AFRAA in collaboration with Sabre stage workshop on partnering for enhanced data strategy

The workshop gave expert insights and case-study experience on how airlines can enhance their data strategy so as to cost-effectively access the right information at the right

time and in the right places. The aviation sector is collectively suffering from the COVID-19 pandemic. Digital transformation will be an essential driver for recovery of the industry.

Google Cloud Platform – Google presentation covered

How to accelerate your digital transformation journey with google cloud



Ethiopian Airlines presentation covered



Intelligence exchange micro-apps at ET

How ET positioned Intelligence Exchange (IX) as the core for innovation of various initiatives, especially to quickly adopt technology and address business trends related to customer experience and operational excellence.

OCTOBER 2021

AFRAA SkyConnect leadership dialogues

The October 2021 edition of AFRAA SkyConnect hosted Dr. Mohammed Abdulaziz, Head, Division of Surveillance and Disease Intelligence – Africa Centres for Disease Control and Prevention (Africa CDC).

Highlights of the dialogue:

- The role of Africa CDC in supporting Africa on disease control and prevention;
- COVID-19 pandemic and response by African States on regulations/protocols and impact particularly on aviation;
- Updates on the Africa against COVID-19: Saving Lives, Economies and Livelihoods campaign;
- On-going initiatives by the Multi-Sectoral Task Force on Trusted Travel and Reopening of Borders.

AFRAA – Lufthansa Consulting workshop on customer seervice

AFRAA in partnership with LH Consulting held a virtual workshop on the theme: “Bringing Back the Customer: Customer Experience and Trends” on 7 October 2021.

The workshop gave expert insights and case-study experience on how airlines can enhance their customer experience strategy so as to effectively bring back the customer. The aviation sector is collectively suffering from the COVID-19 pandemic. An effective customer experience strategy and digitalisation will be essential drivers for airline recovery.

The Workshop:

- Provided insights into the Lufthansa Consulting trend radar and recent customer experience trend study 2021;
- Shared expert opinion on the application of international market trends on the African market through interactive discussions on commercial and digital passenger use cases;
- Discussed current traveller needs and evaluate improvements on commercial performance.

AFRAA in collaboration with Collins Aerospace stage conference on gender diversity and the development of skilled aviation professionals vital for a sustainable Air Transport Industry

Air Transport is the backbone of many economies across Africa and is critical for the integration of the African continent. One of aviation's greatest potential markets is Africa. Africa has a young and rapidly urbanizing population of over 1.3 billion and aviation is the best, and sometimes the only, option for efficiently connecting this huge market.

As stakeholders continue to put in place measures to redefine and restart the travel industry, the attainment of gender diversity and the development of skilled aviation professionals remain vital for sustainability. The African Airlines Association (AFRAA) in partnership with Collins Aerospace staged a 2-day conference on 19-20 October to facilitate dialogue, share information, experiences and best practices to attain gender diversity and youth development in aviation.

The conference was held in virtual format under the theme: "Women and Youth Development in Aviation for a Sustainable Future". The conference provided an ideal forum for air transport industry stakeholders to take stock of the trends, deliberate on feasible solutions to bridge the gender gap and develop young aviation professionals for the sustainability of the air transport sector.

The conference presentations revealed that women numbers are still low in STEM-related careers and women are underrepresented in leadership positions in aviation. In the world's top 100 airlines, just 3% of airline CEOs and COOs and 8% of CFOs are women according to a study done by IATA. The gender diversity in aviation is a work in progress, with slow improvements witnessed in the last decade, a lot more needs to be done.

I. Airline Board Director Members Workshop

The Secretariat organised a workshop for Airlines Board Members on 20 October 2021. The workshop was aimed to introduce the aviation industry to members.

The following subjects were presented:

- i. About AFRAA
- ii. Overview of the aviation industry
- iii. State of the airline industry
- iv. Airline business models

- v. Types of airlines
- vi. Airline cooperation models
- vii. Network & fleet planning
- viii. AU Vision 2063 flagship projects related to aviation and potential benefits.

The important workshop brought together 36 participants comprising airline Board of Director members, CEOs, C-level executives.

AFRAA Secretary General receives Leadership Changemaker Award

The African Airlines Association (AFRAA) Secretary General, AFRAA, Mr. Abdérahmane Berthé, received the Leadership Changemaker Award recognition by Aviators Africa on 27 October 2021.

The Award was presented at the Aviators Africa Tower Award ceremony that took place at the 3rd Aviation Leadership CEOs Forum on 27 October 2021. The event was attended by aviation executives and industry leaders across Africa and beyond with the objective of changing the narrative around decision and policy making in Africa.

Speaking at the award ceremony, Mr. Berthé said: "Leadership is most successful when it relies on a good team. I dedicate this Award to the Executive Committee of AFRAA, the

members of the Association and the AFRAA Secretariat team, in appreciation of their valuable support to my efforts since at the helm of AFRAA which have culminated to being ranked as a corporate leader in the African aviation industry."

"This Award further emphasizes AFRAA's leadership to represent and serve African airlines as we work closely with our members, partners, industry organizations, governments and stakeholders," he added.

The Changemaker Award category was presented to individuals who have contributed immensely to the growth of African Aviation. This is in a bid to foster new thinking and promote healthy competition, originality, and creativity, for sustainable growth in the sector.



AFRAA inks MoU with ALTA for mutual benefit of airlines in Africa, Latin America and the Caribbean region

On 29 October 2021, AFRAA signed a Memorandum of Understanding (MoU) with the Latin American and Caribbean Air Transport Association (ALTA) to support the socio-economic integration, prosperity and sustainable development of civil aviation in the regions represented by the two Associations.

The MoU was signed by Abdérahmane Berthé, AFRAA's Secretary General and José Ricardo Botelho, ALTA's Executive

Director & CEO at the 2021 ALTA Airline Leaders Forum in Bogota, Colombia.

Under the framework of the collaboration, AFRAA and ALTA will work closely on actions to achieve common objectives for the mutual benefit of their membership on advocacy at global level, airline cost-saving best practices, airline financing, environmental sustainability, liberalisation and connectivity, data exchange, training and addressing the subject of high taxes, charges and fees.

NOVEMBER 2021

AFRAA SkyConnect leadership dialogues hosts Afreximbank

The November 2021 edition of AFRAA SkyConnect hosted Ms. Oluranti Doherty – Afreximbank Director, Export Development. Afreximbank shared with stakeholders the laudable initiatives being led by the bank to support Aviation in Africa, the challenges and opportunities in aviation financing and the bank's future plans for the development of the air transport sector in Africa.

Highlights of the dialogue:

- Afreximbank's support to combat COVID-19 pandemic: the successes and challenges;
- Afreximbank's role in the development of Africa:, especially investments in infrastructure, capacity development and trade/tourism facilitation;

- Challenges in aviation sector financing and recommendations to enhance the attractiveness of the sector to financiers;
- Afreximbank's support on SAATM and AfCFTA.



AFRAA launches spare part pooling portal

AFRAA launched the spare parts pooling portal on 25 November 2021. Member airlines will be required to comply and participate in the pool activities at various pool stations by signing the pool Agreement. Upon Signing the AFRAA Line Maintenance Agreement AFRAA members will qualify to exercise membership as user or provider of pool items.

There will be no Membership fees to join the pool; operators will only pay pool station participation fees and pool item access fees as users of pool items. Those who participate as pool items' providers will receive remittance corresponding access fees paid by other users.

AFRAA's 53rd AGA sets roadmap for the transformation and the economic development of air transport in Africa

Air transport leaders and decision makers set a roadmap for transformation and the economic development of air transport in Africa at the 53rd AFRAA Annual General Assembly & Summit that has held from 16-17 November 2021. The event was held under the patronage of the Government of Angola under the theme: "Flightpath to Africa's resilient travel ecosystem."

The AFRAA AGA is the premier gathering of African airline

CEOs and high level aviation executives in Africa and across the globe. This year's event was hosted by TAAG Angola Airlines in virtual format. The Assembly brought together over 400 delegates from 51 nationalities across the globe comprising of decision-makers and aviation leaders. International and regional air transport associations including the African union, IATA, ICAO, AFCAC, ALTA were also represented at the event.

Industry resolutions

The Assembly concluded with the adoption of three (3) industry resolutions to advance the cause of African aviation:

i. Resolution on safe reopening of borders

Recognising that safe reopening of borders in a harmonised manner is critical for the efficient restart of African aviation, the Assembly urged African governments to remove border restrictions and open their markets to restart the industry with support from Industry Restart Plan Standards and guidance documentation. The Assembly further called upon African governments to accelerate the rapid roll out of vaccines across the continent and embrace the use of digital technology health platforms to facilitate the restart of economies and air transport.

ii. Resolution on financial support to African airlines

Recognising the importance of financial support for the recovery of the air transport industry, the Assembly called upon African governments to extend the much-needed financial support and relief to African airlines and the African aviation industry at large.

iii. Resolution on Lab concept approach for attainment of sustainability of African airlines

Recognising the importance of addressing the sustainability and competitiveness of Africa's air transport, the Assembly called for a laboratory convening all relevant stakeholders as a transformation opportunity for the economic development of air transport in Africa. AFRAA Secretariat in coordination with the African Union Commission (AUC), The African Civil Aviation Commission (AFCAC), and the African Aviation Industry Group (AAIG) shall convene the LAB by the end of March 2022.

The AAIG defines actions for a risk-based approach to restart and secure Industry viability of African aviation

18 November 2021

The African Aviation Industry Group (AAIG) held its annual Aeropolitical Forum on 18 November 2021 in virtual format following the conclusion of the AFRAA 53rd Annual General Assembly. Staged under the theme, "**African Aviation Restart and Recovery**" industry stakeholders at the forum deliberated on the industry priorities and agreed on the set of actions for implementation during the year 2022 and beyond.

The main focus areas of discussion were on a risk-based approach for reopening of borders and restart, the attainment

of viability of the African air transport industry and the aeropolitical developments. The Forum articulated a number of recommendations that the AAIG shall take on-board in the 2022 plan of activities for action.

The Forum was attended by over 150 participants comprising representatives of African aviation institutions, Development agencies, African airlines, Civil Aviation Authorities, Airport Operators, Airline Associations, government entities, Aircraft manufacturers and aviation solutions and service providers.

Highlight of takeaways and recommendations

1. Safe reopening of borders

- i. Lifting of prohibitive travel restrictions

Harmonisation of health border protocols

- ii. Digitisation and data driven approach for health protocols

- iii. Vaccination roll-out

2. Financial support to the travel sector

3. Economic viability and sustainability of the air transport sector in Africa

DECEMBER 2021

December AFRAA SkyConnect campaign content

The December 2021 edition of AFRAA SkyConnect hosted Mr. Aaron Munetsi, Chief Executive Officer – Airline Association of Southern Africa (AASA). AASA CEO shared with stakeholders the industry recovery process in Southern Africa region, collaboration and competitiveness of airlines

in the southern African region and AASA's perspectives on consolidating the gains Africa has made in aviation and how to accelerate the pace of rolling out key initiatives to spur continental development and integration.

Highlights of the dialogue:

- State of the airline industry in the Southern Africa aviation market;
- AASA's vision in improving the lot of the Southern African region and Africa at large;

- AASA's perspectives on improving the cost competitiveness of the airline industry;
- AASA's plan of activities for 2022;
- Recommendations for change in Africa's aviation for 2022.

AFRAA consultancy services

Through AFRAA consulting unit AFRAA is providing our members and with access to market-leading strategic services and training, giving them the means to improve organisational resilience and respond even more effectively to global market opportunities.

Expertise: AFRAA Consulting has a wide scope of in-depth airline industry experience and expertise to African airlines geared to attain sustainable airline operations in Africa, including:

- Airline restructuring
- Technical and operations
- Training
- Safety
- Finance & commercial

We are currently engaged on two projects in Africa

One of these projects entails consultancy services to the Cameroon government to support the development of the transport sector in the country and the other is on the AfDB-funded project to sponsor **Air**.

AFRAA consulting unit has undertaken the following projects:

- In July 2021, AFRAA-ALG completed the project of **"Elaboration of the strategic plan for the development of air transport in Cameroon to 2035"**;
- AFRAA-ALG has been selected for the project of **"Development of an aviation policy for Kenya and review of the proposed medium-term investment requirements for enhancing passenger terminal capacity at the Jomo Kenyatta International Airport"**;
- AFRAA is engaged in the **AfDB-funded SAATM Airlines Assistance Project**.

Training Courses



AFRAA is providing virtual courses to African airlines and aviation stakeholders to support a smooth resumption process for the air transport industry. These courses are being offered at attractive rates and flexible format to suit the industry needs.

Safety and security courses

- Safety management system
- Human factors in aviation
- Dangerous goods regulations
- Dangerous goods regulations refresher

- Quality management systems
- Airline documentation management and control
- Advanced safety management systems
- Security management systems
- Safety risk management
- ISAGO awareness
- Aircraft accident and incident investigation
- ISAGO for Ground Service Providers
- IOSA/ISSA airline auditor

Commercial courses

- Business continuity and succession planning
- Financial management (Finance for non-finance managers/ budgeting)
- Strategic planning and leadership

The training programme is available on AFRAA website.

We invite members, airlines and stakeholders to contact us for your specific training needs via email: training@afraa.org