

South African Airways meets AFRAA Secretary General for the AFRAA CEOs Leadership Dialogues

14 June 2022, Johannesburg – South Africa: South African Airways (SAA) Chairman & CEO – Mr. John Lamola and Non-Executive Board Member – Mr. Nick Fadugba, met AFRAA Secretary General, Mr. Abdérahmane Berthé, at SAA headquarters in South Africa for a fruitful “AFRAA Member Airline CEOs Leadership Dialogues” session on Monday, 13 June 2022.



The dialogues session is timely, as SAA forges its path to recovery following a restart of operations in September 2021 that marked the end of the airline’s hiatus which commenced during the COVID-19 pandemic. The deliberations covered various areas of support under the auspices of AFRAA’s initiatives for the development of air transport sector in Africa. Among other issues, the meeting discussed Projects of interest to SAA in the forthcoming AFRAA Laboratory (LAB) that will bring together industry experts and stakeholders to develop relevant project roadmaps that will revamp sustainable aviation & trade development in Africa. The Lab is scheduled to take place from 27 June – 1 July 2022 at the AFRAA headquarters in Nairobi – Kenya.

Speaking at conclusion of the session, Mr. Abdérahmane Berthé, AFRAA Secretary General stated: “AFRAA is pleased for the opportunity to meet SAA leadership for fruitful deliberations

during this edition of the CEO Dialogues session. AFRAA continues to maintain solidarity with its members and African airlines at large to work on initiatives and projects that will develop the aviation sector in Africa, enhance the industry’s competitiveness and grow the global market share.”

“South African Airways has been a major player in the airline industry in Africa whose membership of AFRAA dates to almost three decades. AFRAA will continue to support SAA and our entire membership to emerge stronger and more resilient after the crisis.” Mr. Berthé added.

AFRAA continuously engages the leadership of its member airlines through the CEO Dialogues sessions with the objective to develop transformative initiatives, establish the right fit of added-value projects and actions that will support members’ sustainability.

AFRAA leads landmark laboratory for the sustainability of the air transport sector in Africa

Experts and key stakeholders from African air transport, trade, and tourism industries converged in Nairobi from 27 June – 1 July 2022 at the first-ever African aviation laboratory to develop roadmaps for the sustainability of the air transport sector in Africa.

Led and hosted by AFRAA in collaboration with the African Aviation Group (AAIG), the laboratory's deliberations were grouped into 5 projects dedicated to seek out-of-the box solutions on specific subject areas, including: fuel and customs taxes, high taxes and charges, navigation – Free Routing Area (FRA), implementation of the Single African Air Transport Market (SAATM) and partnerships between airlines, hospitality and tourism bodies to improve intra-African tourism.

The overall objective of the Laboratory was to address the root cause of challenges facing the air transport industry in Africa and develop relevant solutions to revamp the sector. Africa's global air traffic market share declined from 3.5% in the early 1980s to 2.5% in 2019, and African airlines' contribution to this market share plummeted from 45% to 20% in the same period.

The COVID-19 pandemic which aggravated the situation of African air transport sector, has seen Africa's traffic market share drop to less than 2%. This marginalisation trend is a strong wake-up call to all stakeholders to take necessary actions.

Speaking at the closing ceremony of the Laboratory, AFRAA Secretary General, Mr. Abdérahmane Berthé stated: "The Laboratory provides a constructive opportunity to share views and build transformative solutions necessary to address sustainability and competitiveness of Africa's air transport. AFRAA will continue to spearhead the Laboratory outcomes with the relevant stakeholders to ensure that Africa achieves the survival in the short-term and its sustainability in the long-term."

At the conclusion of the Laboratory, stakeholders committed to coordinate efforts on the roadmap actions to:

- Increase the number of fifth freedom city pairs in Africa to enhance intra-African connectivity.

- Develop guidelines and economic regulatory framework for rationalization of taxes, charges, and fees.
- Achieve competitive and affordable air travel to boost trade and tourism in Africa.
- Reduce the taxes on fuel and abolish custom duties on spare parts and aircraft in line with the relevant provisions of the ICAO Convention.
- Streamline and automate the flight permits acquisition processes across Civil Aviation Authorities (CAAs).
- Boost flight operation efficiency in African airspace to attain productivity gains for airlines and air navigation service providers.

The roadmap, which will be tabled for adoption by AU Policy Organs shall be monitored, assessed and reviewed by a multi-sectoral steering committee coordinated by AFRAA. The committee shall be composed of the African Union Commission (AUC), the African Civil Aviation Commission (AFCAC), the African Aviation Industry Group (AAIG), African Airlines association (AFRAA), the International Civil Aviation Organisation (ICAO), the International Air Transport Association (IATA), Regional Economic Communities (RECs), DFIs, African Continental Free Trade Area (AfCFTA) Secretariat, ACI Africa, ASECNA, CANSO, the Economic Commission for Africa (UNECA), the World Tourism Organisation (UNWTO), the African Tourism Board (ATB), Satnav Africa JPO, and African Union of Consumers.

The Laboratory made a call upon states, Development Partners, Financial Institutions and other Stakeholders to support the implementation of the roadmap.

The Laboratory was hosted at the AFRAA Headquarters in Nairobi – Kenya and was attended physically and virtually by 150 participants from AFRAA, African airlines, airports, ACI Africa, Civil Aviation Authorities, Air Navigation Service Providers, AUC, IATA, AFCAC, AAIG, AfCFTA Secretariat, Afreximbank, ASECNA, CANSO, ICAO, UNECA, UNWTO, Tourism Boards, Satnav Africa JPO, the African Union of Consumers, RECs and independent industry experts.

AFRAA-Boeing Airline Economics, Planning & Management Workshop, 15-16 September 2022, Nairobi – Kenya



AFRAA, in partnership with Boeing held a Workshop on Airline Economics, Planning & Management from 15-16 September 2022 at the Emara Ole Sereni Hotel in Nairobi – Kenya, in-person format.

Held under the theme: “**Strategies for Sustainable Airline Growth in Africa**”, the Workshop is an extraordinary airline industry event designed to give African airlines highly-experiential learning,

with a clear focus on the underlying dynamics and decision drivers that influence the airline business. Participants will gain a global perspective on airline strategy, planning and management to enhance understanding of airline operations. This workshop is an amazing opportunity to hear from the world’s leading aircraft manufacturer while spending time in a learning environment and networking with peers from airlines around the continent.

Event agenda

The AFRAA-Boeing Workshop ran for two days. A detailed agenda can be accessed through this link: [AFRAA – Boeing Airline Economics, Planning & Management Workshop – Agenda](#) AFRAA Secretariat hereby invited representatives of the following functional areas airlines to participate:

- Fleet management
- Revenue management and revenue planning
- Airline economics
- Airline operations or strategy.

AFRAA Secretary General meets air transport stakeholders in Uganda

AFRAA Secretary General – Mr. Abdérahmane Berthé, met the minister of Works and Transport of Uganda, Hon. Gen Edward Katumba Wamala and the Chief Executive Officer of Uganda Airlines – Ms. Jenifer Bamuturaki on 22-23 August 2022. During the visit, Mr. Berthé addressed stakeholders and media in Uganda on 22 August on the state of the airline industry,

ongoing initiatives in place to address sustainability of air transport in Africa and the 2023 AFRAA Annual General Assembly (AGA) scheduled to be held in Uganda under the patronage of the Ministry of Works and Transport at the kind invitation of Uganda Airlines.

Notably, on sustainability of air transport industry in Africa, Mr. Berthé highlighted the AFRAA-led industry Laboratory developed a roadmap to redress the marginalisation of African airline industry by addressing the challenges facing the sector. The roadmap, which will be tabled for adoption by AU Policy Organs, is structured into 5 projects with targets, strategies, specific actions for each strategy. The projects include:

- Fuel and customs taxes
- High taxes and charges
- Navigation – Free Routing Area (FRA)

Senegal meets AFRAA ahead of hosting the premier gathering of aviation leaders in December 2022

The Minister of Tourism and Air Transport of the Republic of Senegal, Alioune Sarr, met AFRAA Secretary General – Mr. Abderahmane Berthé and Air Senegal CEO – Mr. Alioune Badara Fall, ahead of the country's hosting of the 54th Annual General Assembly (AGA) and Summit of the African Airlines Association (AFRAA) in December 2022. The 54th AFRAA AGA will be held under the high patronage of the Head of State of the Republic of Senegal from 11-13 December 2022 at the Centre International de Conférences Abdou Diouf (CICAD) at the kind invitation of Air Senegal.

During the visit, Mr. Berthé, Alioune Sarr and Mr. Fall deliberated on the state of the airline industry in the country, priorities and plans for the development of the sector, initiatives by AFRAA to address the sustainability of air transport in Africa and the milestones for the staging of the AFRAA AGA.

Addressing a press conference held in Dakar during the visit, Mr. Berthé stated: "AFRAA is pleased to convene top leaders of the air transport industry from across the globe for the Assembly in physical format in Senegal. Deliberations at this year's Assembly AGA will focus on the theme: **"Acing the Roadmap to Sustainable African Aviation"**. This will better prepare stakeholders to continue to rebuild Africa's aviation to make the travel ecosystem more resilient and viable. The Assembly is therefore a critical forum for us to create the much-needed enabling environment for air transport business to thrive and contribute to the continent's development.

The CEO of Air Senegal, Mr. Alioune Badara Fall stated: "On behalf of his Excellency the President of the Republic

- Implementation of the Single African Air Transport Market (SAATM)
- Partnerships between airlines, hospitality and tourism bodies to improve intra-African tourism.

AFRAA envisions a sustainable, interconnected and affordable Air Transport industry in Africa where African Airlines become key players and drivers to African economic development. "We will continue to spearhead the Laboratory outcomes with the relevant stakeholders to ensure that Africa achieves the survival in the short-term and its sustainability in the long-term." Mr. Berthé stated.

of Senegal and the Minister of Tourism and Air Transport, Air Senegal would like to thank AFRAA for choosing Senegal to host its 54th AGA. Hosting the African air transport leaders in Dakar since the advent of the COVID-19 health crisis is special as it offers us a great opportunity to get together again to share our various experiences. We are getting ready to make it a historic summit, one of renewed hope for our sector. There is a lot of potential for African aviation and we need a synergy of actions to release this potential to bring more efficiency to the sector in order to make it sustainable".

In addition to providing an excellent platform for brand visibility through sponsorship, the General Assembly and Summit of AFRAA will present exhibition opportunities for aviation companies to showcase their services, equipment, components, supplies, and IT solutions. The 54th AFRAA AGA will be attended by Chairmen and CEOs from African airlines, ICAO, IATA, AFCAC, civil aviation authorities, airport companies, air navigation services providers as well as aircraft and engine manufacturers, component suppliers, and many other service providers.

This annual biggest gathering of African airline CEOs was last held in-person format in Mauritius in 2019 and is expected to attract over 500 high profile delegates from the aviation industry in Africa, Europe, the Middle East, Asia and North America. "AFRAA and Air Senegal are dedicated to ensuring that the air transport industry stakeholders will experience yet another memorable AGA this year in Senegal – the country of Teranga "great hospitality" added Mr. Berthé.

AFRAA Secretary General remarks at the Aviation Africa Conference in Kigali, Rwanda

African Airlines passenger traffic dropped 60.2% in 2020 due to the COVID-19. By 2021 the activity is recovering. In August 2022, the traffic reached 77.2% of the 2019 level. However, we are not yet at the levels of 2019.

The Passenger Revenue Losses for 2021 were USD 8.6 billion, representing 49.8% of 2019 revenues. We estimate the same at USD 3.5 billion for 2022.

The average loss per passenger carried in 2022 is estimated at 7.9 USD by IATA.

The percentage of international routes operated by African airlines compared to Feb 2020 reached 98.7% in August 2022.

However, connectivity is still low in Africa. Currently, up to 22% of Africans traveling between two African cities are forced to travel through non-Africa HUBs either in Europe or the Middle East. This situation can be reversed only through Networks and Schedules Coordination at African hubs.

Connectivity is intricately aligned to trade, business development, and tourism. Currently, the Intra-Africa trade is modest at 18%, which is very low compared to Europe (64%) or Asia, which is above 50%

Indeed, there are no significant Intra-Africa tourism flows.

If there is no Intra-African trade, business, and tourism development, any traffic growth will strengthen the existing routes and will not serve the intra-Africa connectivity.

At AFRAA, our vision is “a sustainable, interconnected and

affordable Air Transport industry in Africa where African Airlines become key players and drivers to African economic development.”

We believe stakeholders’ engagement and commitment are vital drivers to transform the industry.

The first Laboratory on Air Transport Sustainability in Africa was held from 27 June to 1 July 2022 at the AFRAA headquarters in Nairobi, Kenya. The LAB was necessitated by the urgent need to stop the marginalisation of African airlines, restore industry competitiveness, re-gain and retain Intra-Africa traffic and grow Africa’s global market share.

The one-week event brought together air transport, trade, and tourism stakeholders from across Africa to develop a roadmap for the sustainability of the African air transport industry.

At the end of five days of stocktaking, critical analysis, prognosis, and consensus building, the LAB developed a roadmap with specific actions assigned to stakeholder organisations, with defined timelines for execution. The roadmaps also contained implementation monitoring mechanisms and expected benefits upon complete execution.

A Steering Committee co-chaired by AFRAA and AFCAC, made up of all relevant stakeholder organisations in aviation, trade, tourism, and DFIs will oversee the implementation of the roadmap. AFRAA remains dedicated to steer the actualisation of the roadmap which will change the narrative of African aviation.

AFRAA and Flight Safety Foundation Sign MoU for collaboration to enhance safety of the air transport industry in Africa



Better Skies for Africa



The African Airlines Association (AFRAA) and Flight Safety Foundation (FSF) signed a memorandum of understanding (MoU) to establish a framework of cooperation and facilitate collaboration between the two organisations on actions to enhance air transport safety in Africa.

Under the MoU, AFRAA and FSF will cooperate closely and consult each other on matters and/or activities of mutual interest aimed at the improvement of safety of the air transport industry in Africa such as joint regional technical workshops, development of information and resource material for the

membership of each organisation and the industry at large, promotion of effective safety information sharing among other initiatives.

Mr. Abderahmane Berthé – AFRAA Secretary General, and Dr. Shahidi – President and CEO of FSF, signed the MoU at the side-lines of the Aviation Africa conference in Kigali – Rwanda.

On the signing ceremony, AFRAA Secretary General Mr. Abdérahmane Berthé stated: Safety is among AFRAA's top priorities and the driving force behind our championing regional safety coordination for Better Skies in Africa. For African aviation to yield better safety performance, the continued coordinated efforts by aviation stakeholders are essential in line with the

five pillars: cooperative approach to safety improvement in Africa under the framework of the Abuja Safety Targets, operational compliance of African carriers with International standards, data-driven safety management, infrastructure safety, and fleet modernisation.”

“We are excited to establish a framework of collaboration with Flight Safety Foundation that will enhance actions under the five pillars and positively impact air transport contribution to Africa's economic development.” Mr Berthé added.

Dr. Shahidi – President and CEO of FSF on his part stated: “I look forward to collaboration with AFRAA to work together to advance aviation safety in Africa.”

AFRAA forges close engagement with Nigerian Member airlines through CEOs Leadership Dialogues

The Secretary General of the African Airlines Association (AFRAA), Mr. Abdérahmane Berthé, in a bid to foster closer engagement with member airlines in Nigeria, met the CEO of Air Peace, Barr. Allen Onyema, the CEO of Allied Air – Capt. Valentine Tongo and the CEO of Overland Airways – Capt. Edward Boyo for “AFRAA Member Airline CEOs Leadership Dialogues” at the respective airlines' head-offices. The CEO Dialogues initiative was launched in 2022 as part of AFRAA's strategy to engage with member's leadership to create dialogue that is necessary to enhance value addition of the Association to better meet its members' needs.

AFRAA Secretary General further had a meeting with the Vice President of Airline Operator of Nigeria (AON) – Barr. Allen Onyema to discuss their Associations' mutual areas of interest and support to airlines in Nigeria. The issues covered in the deliberations included: priorities for the recovery of the airline industry, sustainability of airlines, challenges being faced by Nigerian operators and the establishment of a coordination mechanism between AFRAA and AON to enhance advocacy efforts.

At the conclusion of the CEO's Dialogue sessions, Mr. Abdérahmane Berthé, stated: “It's a great pleasure for AFRAA to meet today with our three Nigerian members that joined the Association between 2018-2019. Nigeria is a key

market for the African air transport which is ranked at 8th position out of 54 in terms of the number of intra African passengers that are estimated at 1.1 million according to IATA statistics. The market has a huge potential for growth and economic contribution. Today's deliberations have been fruitful and critical to align our actions for our member airlines in Nigeria and give the support within our mandate to drive the development of the air transport sector.

“With this initiative, AFRAA aims to facilitate better understanding of individual airline needs, local matters and challenges, priorities and business plans thereby enabling us tailor specific actions that enhance relevance of the Association to our membership.” Mr. Berthé added.

The CEO's Dialogues are continuous, round-the-year sessions that engage the Member airlines' decision makers with AFRAA leadership towards effective implementation of added-value projects and actions supporting members' sustainability. AFRAA's actions are anchored on five pillars including:

1. Safe, secure and reliable air transport
2. Visibility, reputation and influence of African Airlines
3. Sustainable air transport
4. Cooperation
5. Data intelligence.

AFRAA Secretary General meets Ethiopian Airlines Group CEO for AFRAA's CEOs Leadership Dialogues



As part of AFRAA's strategy to forge a close relationship with its member airlines, the Secretary General of AFRAA, Mr. Abdérahmane Berthé, met Ethiopian Airlines Group Chief Executive Officer, Mr. Mesfin Tasew Bekele for another edition of the "AFRAA Member Airline CEOs Leadership Dialogues" at Ethiopian Airlines headquarters in Addis Ababa, Ethiopia. Ethiopian Airlines Group CEO was accompanied by: Mr. Girma Wake – the Board Chairman, and Mr. Ahadu Simachew – Manager, Group Alliances, Commercial Cooperation & Industry Affairs.

The meeting discussed in details various industry developments and priorities for advocacy on factors affecting the sustainability of the air transport sector, notably: taxes and charges, currency repatriation, and the implementation of the Single African Air Transport Market (SAATM). The Secretariat made an exposé of AFRAA projects of value-addition to members to facilitate an understanding of the benefits and effectiveness of projects of interest to Ethiopian Airlines.

At the conclusion of the CEO's Dialogue session, Mr. Abdérahmane Berthé, AFRAA Secretary General said:

"AFRAA is pleased to meet Ethiopian Airlines – one of AFRAA's founding member airlines – for the CEOs Dialogues. Today's discussions have facilitated an opportunity for a close connection between AFRAA and Ethiopian Airlines and culminated in a better understanding of Ethiopian Airlines' priorities vis-a-vis AFRAA's mandate."

"We will continue to tailor our actions to enhance the relevance of the Association to our membership. I look forward to a continued mutually beneficial working relationship with Ethiopian Airlines and the entire AFRAA fraternity at large." Mr. Berthé added.

Through the CEO's Dialogues initiative, AFRAA has engaged seven of its Member airlines in 2022 towards effective implementation of added-value projects and actions supporting members' sustainability.

AFRAA Secretariat Teamleaders who were present during the deliberations with Ethiopian Airlines included: Mr. Gaoussou Konate – Director Technical & Operations and Mr. Raphael Kuuchi – Director Government, Legal & Industry Affairs.

Training Conducted in 2022

1. Aviation Internal Auditor Course

AFRAA conducted a Virtual Aviation Internal Auditor Course for Camair-co on 21-24 March 2022 where 20 participants attended the training. This course prepared participants to conduct consistent audits and drive continuous improvement within their organisation. They learnt about the audit process through a breakdown of its stages: the audit scope, objectives, follow-up and closing; and practice using techniques that deliver objective, measurable results. International audit requirements were covered in detail followed by a hands-on practical component.

2. Instructional Techniques Course

AFRAA conducted an Instructional Techniques course for Jambojet on 18-22 July 2022. This course was held at AFRAA Headquarters, Nairobi – Kenya where 14 participants attended the training. Through this course the participants were able to define and implement the basic rules of good Instructional Techniques, demonstrate how to effectively prepare for start, conduct and wrap-up a training event, apply basic principles of learning and active training and demonstrate appropriate instructional techniques.

3. Root Cause Analysis Course

The Root Cause Analysis Course was held virtually on 11-14 October 2022. At the end of the course, the participants were able to use Problem Identification Tools, Identify Problems and apply root cause analysis principles and Complete Root Cause Analysis required for IOSA.

Sponsored Courses by Boeing

AFRAA in partnership with Boeing held 3 courses this year:

- i. Advanced Safety Management Systems Course held virtually on 20-24 June 2022
- ii. Quality Management Systems Course held virtually on 5-9 September 2022
- iii. Dangerous Goods Category 6 Initial Course held virtually on 19-23 September 2022

Boeing proudly sponsored these trainings as part of their initiative to promote a safety culture within the continent. The training attracted participants from various airlines in Africa who gained effective skills that would help in their execution of day-to-day activities within the airline.

Upcoming Courses

Course	Date	Mode
Strategic Planning and Leadership	17 th -19 th October	Virtual
Dangerous Goods Regulations Refresher CAT 8,9,10,11, 12	24 th October	Virtual
Finance for Non-Finance Managers/Budgeting	1-4 November	Virtual

Please contact **Dicie Okaya** (training@afraa.org) on how to register for the courses

In-House Trainings

AFRAA offers in-house trainings that cater for the unique training needs within your airline. This tailor-made courses are normally designed in a way that all participants from an airline benefit from the course consequently increasing productivity of the airline in a holistic way.

For an in-house course, please contact **Dicie Okaya** (training@afraa.org)

Instructional Techniques Course, 18-22 July at AFRAA Headquarters, Nairobi – Kenya



Capacity Building Workshops

1. Boeing – AFRAA Airline Economics, Planning and Management Workshop

AFRAA, in collaboration with Boeing, held an Airline Economics, Planning and Management Workshop on 15-16 September at the Emara Ole Sereni Hotel in Nairobi – Kenya.

Held under the theme, “Strategies for Sustainable Airline Growth in Africa”, the workshop gave African Airline highly-experiential learning, with a clear focus on the underlying dynamics and decision drivers that influence airline Business.

Participants gained expert insights on airline strategy, planning, and management to enhance their understanding of airline Operations in a learning environment and networking with peers from airlines around the continent.



Boeing – AFRAA Airline Economics, Planning and Management Workshop, 15-16 September, Nairobi - Kenya

2. Route Planning: Airlines and Airports Perspective

The African airlines association facilitated a Route Planning Workshop from 12-13 March 2022 during the 67th ACI Africa Regional Conference.

Route Planning is critical for airports and airlines, as it plays a major part in the overall organisational strategy. In these unprecedented times, Route Planning is a vital component for the recovery of the air transport sector. The workshop equipped over 80 participants with insights on the best industry practices for route planning from an airport and an airline perspective. Specific modules covered included:

- i. The fundamentals of the airline business.
- ii. Key drivers for successful route planning with practical examples.
- iii. Methods for evaluating routes, forecasting of costs & profitability, and planning for the future adjustments.
- iv. Airline commercial strategies for marketing, distribution, revenue management & pricing and interlining.
- v. Factors to consider for Flight Operations, Ground Operations and Line Maintenance.
- vi. How to market and launch a new route.

Facilitators:

- Mr. Abdérahmane Berthé, AFRAA Secretary General
- Mr. Gaoussou Konate, AFRAA Director Technical & Operations
- Ms. Maureen Kahonge, AFRAA Senior Manager Business Development & Communications.