



AFRAA News!

“Better skies for Africa”

Word from the Secretary General



Abdérahmane Berthé
Secretary General

We recently held our 8th Aviation Stakeholder's convention which took place in Mauritius and brought together more than 300 delegates from across the globe to stimulate dialogue, build sustainable networks to create a more competitive environment for business and improve the aviation support base on the continent. This year's theme, **“winning together”**, encapsulated our commitment to work together to promote growth and sustainable connectivity in Africa through sharing of knowledge, experiences and best practices.

A successful and viable African aviation industry is achievable, but this requires rigorous efforts as well as close coordination and collaboration by all stakeholders ranging from Governments, regulatory authorities, airports, air navigation service providers, suppliers of the wide range of aviation products and services and the customers. Together, we can ensure an integrated, interconnected Africa that is competitive within itself and globally.

It is my hope that as an industry we will further build on the valuable insights from the forum to harness the strengths and capabilities of the entire ecosystem as a sure way to scale the innovations needed for better outcomes and solve complex challenges bogging down the sector.

[Click here to access the full 8th ASC report](#)

The African Aviation Industry needs more women to grow

When you attend most aviation meetings and forums on the continent and in other regions of the world, the first thing you will notice is the small number of women in the room, as you go higher into aviation organizations just a handful of women occupy senior managerial positions. The issue of gender disparity in the professional world is one that is regrettably common and the aviation industry is not an exception. While it is commendable that women worldwide are closing the gap in critical areas such as health and education, there is much more to be done to bring more women into the airline workforce especially in technical roles.

Globally, there is a huge disconnect between the number of women being admitted in the industry and those that go on to further their careers and proceed to rise to leadership positions. Statistics show that almost 80% of flight attendants are female, but barely five percent of pilots are women with the proportion of women in technical roles or leadership positions in aviation even lower.

Progress has been made on the continent

In Africa, the growing number of female aviation professionals is notable. Indeed, the number of women in senior positions on the continent is remarkable and the many all-female flight operations undertaken by African airlines are a testament to this development. Despite this, the African aviation industry still has a long way to go to realize gender equity.

Globally, aviation is experiencing rapid expansion with IATA 20-year passenger projections anticipating a 3.5% compound annual growth rate, leading to a doubling in passenger numbers from today's levels. According to the forecast, Africa is expected to grow by an annual rate of 4.6%. By 2037, it will see an extra 199 million passengers for a total market of 334 million passengers. As a result, there is a pressing need to guarantee a pipeline of highly skilled aviation personnel that must include more women to meet the impressive needs ahead.

Focus on Training

The difficulty in most African countries is that the education system does not provide clear pathways for women to pursue aviation as a career. Although not essential, an education in STEM subjects (Science, Technology, Engineering, and Math) is useful for technical careers in aviation – but women are particularly underrepresented in these subjects both at school and in college.

In general, aviation has been perceived for a long time as a “man's job”. Consequently, girls are less likely to be encouraged to see aviation as a viable career path. Outreach programs at schools can be critical to shift this perception and give confidence to more girls to take up courses that lead to careers in Aviation. These are important challenges to address to prepare the next generation of girls and also those completing their studies to consider a career in such a promising field.

Gender Equity Indicators are critical

At an industry and state level, there is critical need for initiatives that include the establishment of air transport gender indicators through the collection of workforce statistics. One of the effective ways to reduce the gender gap is to create practical tools to identify gaps in gender inequity. In the long-term, regularly updated studies and publications will service as guidance for decision makers to create and to invest in more opportunities for gender equal employment and training in the African aviation industry. Encouraging the creation and support of women's leadership networks and furthering initiatives that would lead to a larger pool of women in the industry is also a practical, positive step that should be emphasized.

Gender Equity, a key resolution of AFRAA's 50th AGA

Recognizing the importance of realizing this key goal, the African Airlines association and other African and global stakeholders gathered at AFRAA's 50th Annual General Assembly called upon the global aviation sector in Africa to analyze existing barriers for gender equity in aviation and share best practices, programmes and initiatives aimed at overcoming these barriers. Aviation decision makers in Africa were asked to attract and retain sufficient numbers of skilled male and female professionals across all levels to contribute to the operation and management of the expanding global transport system.

Furthermore, African Airlines were encouraged to bring about significant change towards gender equity and non-discrimination and further women's careers through their actions. We will continue our efforts to encourage the African aviation industry and key stakeholders across the continent to identify existing barriers for gender equity and mobilize to implement concrete actions which can be taken to accelerate gender equity and further progress in this area.

CEO Insights



Somas Appavou - Air Mauritius CEO

Give us a brief overview of the aviation industry in your market. What challenges are you facing and what growth opportunities you looking into?

Aviation is a lifeline for the Mauritian economy and Air Mauritius is a significant player in the Mauritian Aviation landscape. According to the World Travel and Tourism Council, travel and tourism represent over 23% of GDP, amounting to 110 billion rupees. 95% of tourists travel by air on the twenty plus airlines who serve Mauritius whereas the world average is 54%.

Air Mauritius was created prior to the independence of Mauritius to provide the country with its essential air links, support trade and tourism and accomplish these missions using its internally generated funds. This has been a daunting task because competition is stiff, fuel prices are high and you never know what the next shock will be. As rightly pointed out by Alexandre de Juniac, DG and CEO of IATA last year in Mauritius last year, “These challenges are not unique to airlines of small island states. But they are accentuated by remoteness, small local populations and the difficulty of achieving economies of scale with long thin routes”. In spite of these challenges, Air Mauritius has served Mauritius well over more than 50 years. Moving forward, it will be important for the airline to invest in its future in order to better support the country's economic ambitions. Immense opportunities exist for closer cooperation within the aviation community in Mauritius, what we call the eco-system in order for everyone to reap the benefits of aviation as a driver of economic growth and a lifeline for the country. We are working on it relentlessly at this stage so that Air Mauritius may operate a completely new business model within a larger eco system.

What are your main priorities at the moment?

Well we have operations to run. We have to ensure that safety is on top of our agenda at all times and that we offer a value for money product in line with and even beyond customer expectations. In this context, we are upgrading our product with the entry into service of new aircraft – the Airbus A3550 XWB and the Airbus A330neo – taking the level of passenger comfort to new heights. We are concurrently working on our new business model to ensure long term sustainability.

What would you say are your greatest achievements?

The entry into service of the Airbus A 350 XWB and of the Airbus A330neo last month have been great moments of pride for the hard-working employees of Air Mauritius. The more so that we have become the first operator in the World to operate these two new generation aircraft. We have also been recognized at the World Travel Awards as Leading Indian Ocean Airline. We have progressed the idea of a new business model for the airline within a larger ecosystem and I am pleased that the idea is gathering momentum with our main stakeholders. Our Pilot School has been created and will soon be offering courses for prospective pilots in Mauritius, the Indian Ocean region and Africa.

Share with us any developments taking place in the African aviation industry that excite you.

SAATM is a good beginning for greater cooperation within Africa. It is important that focus remains on improving intra African connectivity as a step for closer cooperation between African States. We are also seeing more cooperation between African airlines and we are excited by the opportunities ahead of us. However, we must ensure that the benefits of SAATM are shared fairly by all African countries.

What is your vision for your industry in the long term?

Movement of people and goods should be easy and affordable to more people in Africa. Look at the developments in the US, Europe, India and China. There is huge potential for inter African traffic and space for an African Airlines alliance to grow Africa's share of air transport. The growth in number of passengers will entail requirement for a massive number of aircraft in the continent. Mauritius and Air Mauritius could become an excellent stepping stone for bridging Africa and Asia as we grow the point to point markets.

Safety and Security are key concerns of any aviation business. What are some of the measures you have undertaken to ensure ICAO safety standards are achieved?

In aviation, you do not get to the starting block until and unless that Safety and Security are an absolute priority. At Air Mauritius, safety of our passengers and crew is very high on our agenda. We operate under the oversight of our Civil Aviation Authority and are certified by IOSA and EASA. We therefore have structures and systems in place to satisfy the highest standards in the industry.

High taxes and charges are a big challenge for African aviation. How can we end the vicious cycle that exists between Airlines and the Governments in terms of high taxation resulting in high cost of operation for airlines?

In Africa, travel is still considered a luxury and many Governments are tempted to tax luxury goods. Countries who have taken a strategic view of Aviation have obtained remarkable results – countries in the Middle East and in South East Asia, for example. Many of the African countries are landlocked and Aviation is as important as it is for small island states – an essence for survival. Airlines need to continue to communicate, and here both AFRAA and IATA have a major role to play in convincing Governments of the benefits of Aviation and the necessity to support the industry to assist in delivering economic growth. We also need to develop a common Vision for African Aviation especially with regard to foreign operators taking over the leadership in our Region.

What role does technology play in the daily operation of the airline? Are there specific innovations you want to implement to enhance your operations and customer experience?

Technology has always played a major role within the industry. We have been in the forefront in eliminating paper tickets and turning to e ticketing. New technology has always emerged to enhance safety features of aircraft, reducing noise pollution and fuel consumption as examples. We have now moved into the digital space and have many projects ranging from better understanding the future needs of our customers by using big data – customer analytics is indeed high on our agenda; collaborating with Airbus on the Skywise platform which uses the blockchain technology to providing digital magazines and newspapers in our lounge and on board our aircraft. We are also pursuing work with IATA on Fast Travel in order to enhance customer experience.

The 50th Annual General Assembly and summit called upon stakeholders to accelerate gender equality and empowerment of women in the global aviation sector. What are your thoughts on this resolution?

This is a major challenge especially when you move up the ranks. At Air Mauritius we have done a lot in certain areas but a lot remains to be done at senior management and board level. We have a few women pilots including Captains and a few women engineers. One of the key issues is convincing women to take up science subjects, one of the key ingredients required for many aviation jobs! We however, remain proud that women represent 38% of our workforce.

According to you, what should be done now for the effective implementation of the Single African Air Transport Market?

There are almost 30 States who have signed up for the SAATM, so the will is there. Those who have not signed up must be convinced through meaningful dialogue and encouraged to join provided they have the right framework for SAATM to work. It must be clear who will benefit from what and this is a challenge. This is why there must be a recognition that some adaptation may be required for everyone to be on board. One size fits all may not work. And the recent past and failures of other initiatives is there to remind us of this hard fact.

AFRAA Monthly Highlights

AFRAA and Hermes- Air Transport Organization sign MOU to promote aviation

The African Airlines Association (AFRAA) and Hermes - Air Transport Organisation, have signed a Memorandum of Understanding to deepen their cooperation. The MoU was signed by Mr. Abdérahmane Berthé - Secretary General of AFRAA and Dr Kostas Iatrou - Director General of Hermes - Air Transport Organisation at the 75th IATA Annual General meeting held in Seoul, South Korea from the 1st- 3rd of June,2019.



Mr. Abdérahmane Berthé - Secretary General of AFRAA (Left) and Dr Kostas Iatrou - Director General of Hermes (Right) in Seoul, South Korea - June, 2019

AFRAA's strategic objectives focus on a safe, secure and reliable air transport, industry best practices, sustainable air transport services in Africa, human resource development, cooperation among African airlines and data intelligence. Hermes - Air Transport Organisation aims to contribute to development of aviation in international, regional and national economies and societies and find ways to further improve the sector. The agreement lays the groundwork for a mutually beneficial framework that will benefit the African aviation industry.

AFRAA calls for greater price transparency on Jet Fuel Pricing at the 78th IATA Aviation Fuel Forum



Abdérahmane Berthé
AFRAA Secretary General

The African Airlines Association's Secretary General Mr. Abdérahmane Berthé, made a presentation on “Bringing Greater Transparency to Opaque Jet Fuel Markets” specifically tackling case studies from Africa at the 78th IATA Aviation Fuel forum. The forum is the premier industry meeting for the world's aviation fuel community. The Forum is a unique platform allowing airline representatives, fuel suppliers and IATA Strategic Partners to discuss the industry's priorities and agree on actions to enhance efficiency and productivity.

Opaque jet fuel markets are defined by price rigidity which means prices do not follow normal market fluctuations as published by independent Price Reporting Agencies (PRAs). In this case, prices are not broken down into components: Base Price, fees, taxes and supplier's Margin.

The Secretary General pointed out that Jet Fuel Prices in Africa constitute over 35% of the total operating cost for airlines in Africa. This high cost poses a threat to the growth and development of aviation on the continent. He emphasized the need for a clear and transparent jet fuel pricing structure in the industry.

Challenges identified in this area include: lack of cooperation by relevant agencies and stakeholders, government interference with established pricing frameworks, lack of capacity and understanding of the benefits of aviation among other factors. He indicated that one of the ways to expedite jet fuel price transparency in Africa is to increase awareness of the contribution and potential positive impact of aviation on economic growth as well as encourage and create incentives that facilitate fuel suppliers to enter into monopoly markets which would boost competition and as a result make jet fuel pricing more transparent and competitive.

AFRAA hosts a CORSIA workshop in Nairobi

AFRAA, in conjunction with IATA hosted a CORSIA workshop in Nairobi from 18-19 June 2019 at the AFRAA headquarters. The objective of the workshop was to help airline operators prepare for the verification of their emissions data in order for them to be able to successfully submit their emissions reports.



Participants at the CORSIA workshop, AFRAA headquarters – June 2019

The workshop comprised of well thought out thorough presentations as well as interactive group discussions. These activities were intended to enable participants to fully comprehend the main requirements of CORSIA thereby equipping them to identify potential risks related to the collection and reporting of emissions data. The workshop also provided airline operators with the latest CORSIA information based on ongoing discussions within ICAO and offered insight on IATA's FRED+ tool.

In order to help operators develop their emissions monitoring plan and prepare for the monitoring of emissions, AFRAA is involved in initiatives such as workshops dedicated to emissions monitoring plans, fuel use monitoring methodologies and fuel efficiency improvement measures.

AFRAA hosts a workshop in Nairobi on aviation taxes and user charges



Participants at the aviation taxes and user charges workshop, AFRAA headquarters – June 2019

AFRAA, in conjunction with IATA and ICAO hosted a workshop on aviation taxes and user charges in Nairobi from 12-13 June 2019 at the AFRAA headquarters.

For the first time Airports, Air Navigation Service Providers (ANSPs), Airlines and Regulators got together to discuss and exchange their experiences with the sole objective of finding a common understanding on the way of sustaining the current air traffic growth which is projected to double by 2036. The sustainability is possible when there is collaboration among stakeholders for the creation of an enabling environment for competitiveness of the aviation industry. Excessive taxes, charges, surcharges and fees make African airlines less competitive since these levies have significant impact on the financial performance of airlines operating in a high cost environment. Air transport is an enabler of the economic development as it creates jobs, develops tourism and trade, and contributes to GDP growth.

ACI, AFRAA, ICAO and IATA will explore the outcomes of the deliberations and make sure that they are taken to appropriate international forum. The outcomes will contribute to the improvement of the current international policy and regulatory framework specific to charges. The Workshop agreed on the need for the implementation of the ICAO required Collaborative Decision Making process and a joint approach for aviation stakeholders to coordinate and align strategies that will address issues identified.

AFRAA supports the development of postal activities in Africa



(Left to Right): Mr. Bishar Abdirahman Hussein - Director General of the Universal Postal Union (UPU), Mr Abderahmane BERTHE - Secretary General of the African Airlines Association (AFRAA), Mr. Younouss Djibrine - Secretary General of the Pan African Postal Union (PAPU) and Mr. Charles Millogo Tontama - Chairman of the Administration Council of the Pan African Postal Union (PAPU)

On the occasion of the 38th Ordinary Session of the Pan African Postal Union (PAPU) Governing Council held in Ouagadougou on 17 June, the Association of African Airlines (AFRAA) joined other key continental stakeholders to support PAPU's initiatives to promote the development of postal activities in Africa. AFRAA and PAPU recently signed a revised MoU to strengthen their collaboration in order to facilitate the movement of postal parcels in Africa and beyond.

African airlines and postal companies now face a common challenge, namely, digital transformation. Innovations in the field of digital transformation are revolutionizing traditional habits and enhancing the efficiency of processes by simplifying them. Through the International Air Transport Association (IATA), the airline industry is already working with stakeholders such as airports and handling companies to embed Radio Frequency Identification chips (RFID) in all baggage tags. This innovation will facilitate real-time identification and location of all baggage and parcels using radio frequency. Similarly, the Universal Postal Union's efforts to digitize postal networks and to create e-commerce platforms as well as online administrative services will improve service to postal service customers. It was noted that air freight transport will have to undergo transformation as a result of an increased number of small postal packages resulting from e-commerce.

Speaking at the event, the AFRAA Secretary General Mr. Abdérahmane Berthé said: "AFRAA has 42 member companies representing more than 85% of the air transport market in Africa and has a special role to play with PAPU in furthering the economic and social integration of the continent within the framework of African Union's Agenda 2063."

He added that consumers requiring prompt delivery, as well as e-commerce providers need an air transport infrastructure that guarantees greater connectivity and cargo capacity in order to address the need to diversify the places of origin and destination of goods.

Boeing in collaboration with AFRAA hold an Airline Planning Seminar for African Airlines



Participants at the Airline Planning Seminar, 02-05 April 2019, Rwanda

Africa is the second fastest aviation growth market in the world with growth projected at 4.6% for the next 20 years. As such, Africa presents an area of high opportunity for its region's carriers. To help these airlines plan for the future, Boeing in collaboration with AFRAA organized a four-day planning seminar for African airlines, which was kindly hosted by RwandAir in Kigali.

The goal of the seminar was to expose participants to various functional areas across an airline including airline strategies and business models, airplane economics, network and fleet planning, airplane performance, and airline financial analysis.

The sessions introduced attendees to a breadth of concepts and problems faced by airlines with sessions having group activities solving real-world industry problems. Seminar participants worked on a capstone project throughout the week, allowing them to incorporate key issues from each session. The seminar, facilitated by four experts from Boeing, displayed the airplane manufacturer's commitment to the success of its airline customers in Africa. Boeing regularly conducts these seminars at its Seattle homebase and in various locations around the world.

“Our goal is to attract a breadth of customers at each seminar because participants truly benefit from discussions across the various organizations and departments represented,” Mr. Chamsou Andjorin, Director Government Affairs & Market Development Sub Sahara Africa -Boeing said. “We truly learn from each other.”

The seminar concluded with presentations on strategic recommendations by each team to a board of directors with the winning team getting an award.

AFRAA Secretary General, Mr. Abdérahmane Berthe, at the conclusion of the seminar highlighted the key factors of success of an airline that had been articulated in detail during the event and urged airlines to tap into the knowledge and experience gained through the seminar to improve their airline operations. He thanked Boeing team for facilitating the informative seminar which will go a long way to impart much-needed skills to African airlines personnel in their decision making.

Boeing welcomed all airlines to participate in these seminars and looks forward to conducting future similar seminars in Africa. The seminar was attended by 12 airlines, including: Air Zimbabwe, Air Seychelles, Air Burkina, Air Madagascar, Precision Air, Air Mauritius, Congo Airways, JamboJet, Kenya Airways, RwandAir, Sudan Airways and Safair.

AFRAA at AviaDev Africa Industry Leaders Panel

AFRAA was represented at the AviaDev Africa Conference that took place from 24-26 April 2019 in Cape Town – South Africa by Mr. Gaoussou Konate, AFRAA Director Technical & Operations. In his interventions on an industry leaders' panel on the practicalities of open skies for Africa highlighted the main challenges that need to be overcome to develop Air Transport and Aviation in Africa. These include: high airfares, high costs, the serious challenge to make flight operations profitable in Africa, and the lack of trade among African States. He emphasized the opportunities that the industry can seize to address these challenges with regional Integration through implementation of projects such as the African Continental Free Trade Area (AfCFTA) and the Single African Air Transport Market (SAATM).

Affordability of air travel

On the high fares in Africa, air tickets cost twice compared to Europe and three times more compared to India for comparable distances. Consequently, with the GDP per capita, an African middle-class citizen can afford only 1.1 trips by air per year while his counterparts can purchase respectively 5.4 trips in Latin America, 6 in the Asia Pacific, 11 in the Middle East, 26.4 in Europe and 33 in North America. Stakeholders must engage in addressing the fact that African citizens have the lowest GDP, yet they are the ones to pay the highest fares to travel by air.

High costs

Industry-wide, fuel represents 25% of the airline cost structure while aircraft (ownership and maintenance) represents also 25% of airline cost structure. On these areas, African airlines pay excessive costs for fuel, excessive financial costs to access to aircraft through purchase or leasing, and excessive costs for aircraft maintenance. On top of these costs, user charges are more expensive in Africa than in any other regions. The inflated user charges reveal the States compound-taxes on fuel, airport concession fees, safety and security oversights, and fast return on investment due to the increasing private sector participation through PPPs in infrastructure development in Africa.

Regional Integration Trade and SAATM

African airlines' operations can be enhanced through the following measures:

- Addressing airline operation profitability through cost reduction and increase of revenues;
- Pooling line maintenance operations, spare parts, and tools for common aircraft types at common airports will decrease operating costs for participating airlines;
- Optimizing the use of existing MROs through cooperation will reduce further maintenance operations' costs.
- Cooperation among African airlines through interlining, codeshares, special pro-rate agreements and alliance to fill the load factor gap, to increase revenues, and increase market shares.

Through such cooperation initiatives, flight operations will breakeven and African airlines will become more competitive. However, it is important to note that the impacts of these efforts will not solely bring fares at the levels of Europe or Asia. It is the combined productivity gains along the air transport supply chain that will lower African airfares at the competitive levels of other regions of the world for the benefit of the traveling public, the development of Africa economies, and the development of Aviation sector through SAATM.

Economic regulation outside the Aviation sector must also be put in place to prevent the implementation of compound taxes inflating costs of doing business and to ensure that Air Navigation Services and Airport user charges are set at fair levels which do not slow down traffic growth.

Regional Integration Trade and SAATM

SAATM is the continent's first opportunity to support aviation development in Africa. In the framework of SAATM implementation, the YD granted 5th freedoms influence airlines to compete and seek for productivity gains. The competition initiates the decline of fares and facilitates the growth of traffic.

The 2018 edition of the African Development Bank visa openness index indicates that when compared to 2017, Africans do not need a visa to travel to 25% of other African countries (up from 22%); passengers can get visas on arrival in 24% of other African countries (same as the previous year); and Africans need visas to travel to 51% of other African countries (down from 54%). As at 01 April 2019, the agreement of the African Continent Free Trade Area (AfCFTA) has gathered the required 22 State ratifications for it to enter into force.

The African Continental Free Trade Area implementation will boost effective trade among African states, facilitate regional economic integration, increase the middle class's GDP, and feed air traffic in the framework of YD/SAATM implementation.

New appointments



Mr. Aaron Munetsi

Mr. Aaron Munetsi has been appointed as AFRAA Director - Government, Legal & Industry Affairs Aaron. He comes to AFRAA with a wealth of knowledge and experience of aviation in Africa where he was the Regional General Manager - Africa & Middle East, for South African Airways. He has been

with SAA for more than 20 years and has spent this time in the Africa and Middle East region in various positions. His career in the aviation industry spans almost 40 years and he is passionate about the development and growth of African aviation in general and cherishes the opportunity to play a role in AFRAA.

Aaron rose through the ranks at SAA in various roles in South Africa, UAE and later in Nigeria where he served as SAA Country Manager for four years. During that time, Aaron's passion for developing and growing the SAA brand was insatiable and he motivated for the establishment of the Dakar route. He also motivated and obtained buy-in for the first ever commercial agreement between African airlines,

which enabled SAA and Nigeria Airways to cooperate on the Lagos to New York route, which proved to be a very successful venture.

Demand for his experience and knowledge of the continent saw Aaron take senior positions, such as Executive Manager for East Africa & West Africa, where he coordinated the growth and expansion of SAA's footprint in countries such as Ethiopia, Uganda, Tanzania and Kenya. He took up the challenge of Regional Manager for North, West and Central Africa where he managed the commencement of services to Gabon and Cameroon. He further proposed and led the negotiation with various host governments for the introduction of intra-African operations, such as Libreville to Douala as well as Libreville to Cotonou and the Accra to Abidjan route. Aaron and his team have been the force behind the establishment of several new SAA routes in Africa and they are proud to have ensured the success of the SAA relationship with Africa World Airlines in Ghana. An avid reader, Aaron enjoys Coaching and Mentoring young Aviators and is keen to ensure that the African aviation sector continues to develop the youth into the leaders of the industry.



Mr. Dominic Morara Simba

Mr. Simba is a holder of Masters in Business Administration degree from the University of Nairobi and Bachelor of Commerce (Finance Option) degree from the Catholic University of East Africa. He is also CPA (K) from Strathmore University and a member of the Institute of Certified Public Accountants of Kenya (ICPAK).

He has over 20 years' experience in the field of Finance, Audit and Administration in both Private and NGO sectors. He joins

AFRAA from Children International Kenya where he was the Acting Country Director and Accounting Manager running the Kenya and Uganda Programs. Mr. Simba has worked as the Regional Finance Manager of Sense international East Africa - an NGO whose headquarters are in London UK where he managed the Administration and Finance function for the African region. He also worked as a senior accountant at Population Services International and Uchumi Supermarkets as an Accounts assistant. He started off his career in 1997 as Audit assistant at Benson and Associates. Dominic hopes to add value in the area of Finance, Human resource and Administration to the AFRAA family with a commitment and dedication for the benefit of AFRAA member airlines.

Highlights from the Wings Magazine

Education and performance in aviation: Realizing and Sustaining Benefits-AFRAA Position

Air traffic is expected to double in the next twenty years. Putting people first is of essence in an increasingly automated sector and appropriate policies should be designed to address the various knowledge and skills gaps. Aviation provides air services to connect people and supplies logistic support to deliver valuable goods to customers worldwide. Future traffic volumes welcome the effective contribution of both automation and artificial intelligence in the supply chain naturally. However, people will remain the most important asset in the air transport system to ensure that aviation meet and exceed customers' expectations. The forecasted volumes stimulate increasing needs for automation and the use of artificial intelligence to assist operational staff members.

[Read more](#)

Efficiency Enhancement Efforts for Airports' Ground Handling Operations

'Operational Efficiency', means to maximize the output gained from the input mainly from time, money or people. The term has steadily gained importance and popularity in various sectors worldwide. Industries with tight profit margins, high cost pressures and competitive environments rely on operational efficiency to maximize their input and output ratio. All these criteria apply to the aviation industry meaning that there is great pressure on airlines as well as on airports to increase their operational performance. The airline industry, in particular, is well known for very tight profit margins. There is a great need for operational efficiency as well as an aim for operational excellence in order to survive in this highly competitive and cost driven market environment

[Read more](#)

Carpe Diem – The Evolution of Airline Offers

At less than a century old, the commercial aviation industry has rapidly evolved, making evolutionary leaps that have continuously strengthened the industry in line with the changing requirements and demands of an ever-more discerning consumer market. From the use of airmail to support passenger travel back in the 1920s through to the creation of global distribution systems and the start of revenue management in the 1980s, much has changed for the airline industry. Now, in the 21st century, the sector is growing and changing once again, adapting to consumers who have fully embraced the internet and always-on connectivity.

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AFRAA Video Highlights



[Click here to watch AFRAA's interview at the 75th IATA AGM](#)



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