



13th AVIATION STAKEHOLDERS CONVENTION



11-13 May 2025 | Kigali, Rwanda



THE AFRICAN AVIATION SAFETY & OPERATIONS SUMMIT



SUSTAINABILITY • COLLABORATE • INNOVATE

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Competition Law Guidelines for the AFRAA Aviation Stakeholders Convention

The AFRAA Aviation Stakeholders Convention (ASC) is a trade association activity of the African Airlines Association (AFRAA). AFRAA is publishing these Competition Law Guidelines to ensure that presentations, discussions and related activities at the ASC will be conducted in compliance with all applicable competition laws.

Statement of Policy

The purpose of the ASC is to provide a forum for legally permissible discussions of matters and subjects of interest to the aviation industry. It is AFRAA's intent to use the ASC to promote the interests of African aviation, suppliers of aviation products and services, passengers, shippers and the general public and to conduct it in full compliance with the United States antitrust laws, the competition rules of the European Union and the competition laws of all other relevant jurisdictions, taking into account any applicable exemptions or immunities from those competition laws.

Procedural Guidelines

The ASC shall be conducted pursuant to the following procedures in order to ensure compliance with all relevant competition laws:

1. The ASC shall be conducted at regular scheduled sessions, at special meetings initiated pursuant to procedures set forth in AFRAA's internal governance rules. All discussions or conversations among ASC participants and attendees, including during breaks and scheduled or non-scheduled social activities connected with the ASC must follow these Guidelines.
2. Sessions of the ASC shall be conducted in accordance with written programme and agendas that are reviewed in advance by AFRAA counsel familiar with the competition laws of the United States, the European Community and other relevant jurisdictions to assure that the items are in compliance with these laws.

Prohibited Agreements and Activities

1. The following types of agreements, whether express or implied, are STRICTLY PROHIBITED:
 - a. Any collective agreement concerning prices to be charged for services;
 - b. Any collective agreement allocating markets, territories, customers, suppliers or agents;
 - c. Any collective agreement relating to prices to be paid to suppliers, and any other agreement that is intended to, or that in operation is likely to, harm non-participants, including without limitation any agreement that is intended to, or in operation is likely to, exclude nonparticipants from any market; and
 - d. Any agreement that is intended to, or in operation is likely to induce airlines or their suppliers or agents to engage in collective anticompetitive behavior, or to collectively punish any business enterprise for its exercise of independent business judgment.
2. Recognising that the existence of an unlawful agreement or concerted practice may be inferred from circumstances, including the exchange of information by competitors, discussions or disclosures of the following types are also PROHIBITED, except when such information has otherwise been made public or AFRAA competition counsel advises that such discussions are legally permissible:
 - a. Individual airline fares, rates, charges or surcharges;
 - b. Individual airline costs;
 - c. An individual airline's intentions regarding increasing, reducing or reallocating aircraft capacity (including entering or exiting routes);
 - d. Information on individual airline customers; and
 - e. Any other sensitive commercial or proprietary information that the company would not disclose in the absence of an express or implied agreement to exchange such information for the purpose of reducing or restricting competition in the airline industry.

Welcome Message from AFRAA Secretary General



“As the leading trade Association of African airlines, AFRAA is staging the 13th Aviation Stakeholders Convention (ASC) to provide a forum for industry players to dialogue, and exchange knowledge and experiences for the development of the travel ecosystem.

In addition to the Convention, AFRAA, in partnership with the Flight Safety Foundation (FSF), will stage the 2nd African Aviation Safety & Operations Summit. The event will promote and enhance the safety level in the African region and share operational best practices. Aviation safety and operations events play a crucial role in continuously improving safety and operational processes, as they enable the sharing of relevant information and strengthen safety culture in the civil aviation industry.

AFRAA is excited to stage this Convention and Safety Summit for the travel ecosystem stakeholders to meet, deliberate on strategies to enhance efficiencies, create synergies, develop intra-Africa connectivity, and ensure business continuity that will enhance aviation and safety in the continent.

On behalf of members of the African Airlines Association (AFRAA), I take this opportunity to welcome all sponsors, exhibitors, speakers and delegates to the 13th Aviation Stakeholders Convention and the 2nd African Aviation Safety & Operations Summit. This year’s events are proudly hosted by RwandAir – the official carrier.

Welcome to Rwanda!”

Mr. Abdérahmane Berthé

Welcome message from **RwandAir CEO**



Greetings from Rwanda, the host nation for this year's AFRAA Aviation Stakeholders Convention and African Aviation Safety and Operations Summit in May. We are incredibly excited about welcoming you to the vibrant, green city of Kigali for a prestigious event that brings together the industry's key stakeholders.

As with previous events, this year's conference will undoubtedly be an insightful, engaging and energetic forum with passionate discussions about the most significant issues and trends in African aviation.

One of the big talking points will be sustainability and the progress African airlines, airports, and other stakeholders are making to achieve IATA's 'Net Zero by 2050' goal. I believe we must all better understand our impact on the environment and take the necessary steps to make aviation more sustainable by investing in fuel-efficient aircraft.

We must also recognise the challenges ahead, such as the switch to sustainable aviation fuel (SAF). While production and availability of SAF are improving, they are behind the quantities needed to support the industry's global operation. A commitment to promoting safe, secure, and sustainable air transport across Africa must be high on airlines' agendas, and more urgency is required to increase the speed of this progress.

While covering sustainability, we will also explore how airlines and industry stakeholders can collaborate to establish African aviation as a global force. These discussions will help inform our strategy for developing the infrastructure to strengthen Africa's connectivity with the rest of the world.

I look forward to seeing you all in Kigali and to being inspired by the wealth of experience, expertise, and insights you will bring to this year's conference.

Ms. Yvonne Manzi Makolo

Welcome message from **Flight Safety Foundation President and CEO**



The Flight Safety Foundation (FSF) is pleased to partner with the African Airlines Association (AFRAA) for the 2nd African Aviation Safety & Operations Summit, held alongside the 13th Aviation Stakeholders Convention (ASC). This important event underscores our shared commitment to enhancing aviation safety and operational excellence throughout the African region. By fostering collaboration and promoting best practices, we aim to strengthen safety culture across the industry, supporting efforts to boost efficiency, improve connectivity, and ensure business continuity across the continent's aviation ecosystem.

On behalf of the Flight Safety Foundation, I warmly welcome all sponsors, exhibitors, speakers, and delegates to this year's Aviation Safety & Operations Summit and Aviation Stakeholders Convention. These gatherings offer a unique platform for sharing knowledge, building partnerships, and advancing aviation safety in Africa. We are deeply grateful to AFRAA for their leadership and to RwandAir for graciously hosting this year's events as the official carrier. Welcome to Rwanda!

Dr. Hassan Shahidi

About the African Airlines Association

Founded in 1968 in Accra – Ghana, AFRAA has been instrumental in developing and articulating air transport policy issues in Africa and helping to build a formidable industry.

Vision:

A sustainable, interconnected and affordable Air Transport industry in Africa where African airlines become key players and drivers to African economic development.

Mission:

To promote, serve African airlines and champion Africa's aviation industry.

Objectives:

AFRAA as an association has the following strategic objectives:

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

AFRAA Membership

Comprises of all the major intercontinental African operators and the Association's members represent over 85% of total international traffic carried by all African airlines.

Joint Projects

The Association has set up Task Forces/Steering Committees as the vehicle to reduce airline costs, increase their revenues, address members' common interest and adopt industry best practices. These include:

- Fuel Purchase
- Route Network Coordination and Cargo
- Distribution
- Technical, Operations and Training
- Aero political

How to become a member of AFRAA

The main criterion for membership of AFRAA is that an airline shall have its registered office and principal place of business in a State eligible for membership of the African Union.

The potential member will have to complete and submit an application form together with the airline’s Certificate of Incorporation, Articles of Association and Air Operators Certificate.

The completed application form is processed by the Secretariat and submitted to the next regular meeting of the Executive Committee for review and approval. Currently there are 45 member airlines. All Members pay an annual membership fee.

AFRAA members

How to become a partner of AFRAA

Any company other than an airline that does business with or provides services to the aviation industry may apply to become a Partner of AFRAA. The aim of the Partnership programme is to pool together additional support and resources from industry-related organisations to develop the industry while providing opportunities for the Partners to benefit from a relationship with an efficient, knowledgeable and influential air transport trade association in Africa.

A potential Partner will have to complete and submit an application form which will be submitted by the Secretariat to the next regular meeting of the Executive Committee for review and approval. Currently there are 33 companies enrolled on the partnership programme.

AFRAA partners

About the 13th Aviation Stakeholders Convention

AFRAA stages the Aviation Stakeholders Convention every year with the aim to foster dialogue among stakeholders in order to build sustainable networks in the travel ecosystem. The event provides a conducive forum for stakeholders to dialogue, interface, exchange knowledge, information and experiences and build networks.

This year's Convention is proudly hosted by RwandAir, the official carrier of the event under the patronage of the Government of Rwanda.

Held under the theme: “**Sustainability • Collaborate • Innovate**”, the Convention is expected to attract 400 high profile delegates from the aviation industry in Africa, Europe, Middle East, Asia and North America. The Convention is the industry's ideal platform to drive growth opportunities and deliberate on the developments of African aviation industry.

About the 2nd African Aviation Safety and Operations Summit

In partnership with the Flight Safety Foundation (FSF), AFRAA is staging the 2nd African Aviation Safety & Operations Summit under the theme: **Strengthening Safety Culture for Resilient Aviation in Africa**.

The event will promote and enhance the safety level in the African region and share operational best practices. Aviation safety and operations events play a crucial role in continuously improving safety and operational processes, as they enable the sharing of relevant information and strengthen safety culture in the civil aviation industry. This conference will promote collaboration and knowledge exchange by bringing together experts and stakeholders, driving efforts to make aviation safer for all involved.

About the 4th edition of the CSR event in Youth Development in Aviation

The sustainability of the aviation industry in Africa in the future will largely depend on a holistic approach of actions undertaken by all relevant stakeholders. The development of skilled aviation professionals in the aviation and aerospace industry in Africa is one of the critical focus areas for these industry actions. A large contingent of the current aviation professionals will retire and the aviation growth will require more qualified and competent professionals to meet its future needs. The Continent can train, develop and groom youth to meet the African global needs of the aviation industry of tomorrow.

The 4th edition will be held on 15th May 2025 at the side-lines of the 13th Aviation Stakeholder's Convention and 2nd African Aviation Safety and Operations Summit in Kigali Rwanda.

The objective of the 2025 edition will be to provide mentorship, facilitate the sharing of information and experiences to an estimated 150 high-school students from various schools in a bid.

Event Partners and Sponsors

The African Airlines Association would like to thank all partners and sponsors for their continued support and all of you, delegates for attending.



Event partners

<p>South African Airways</p> 	<p>EgyptAir</p> 	<p>SITA</p> 
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Appreciation of Sponsors

AFRAA would like to express its gratitude to the following event sponsors for supporting and contributing to the success of the 13th Aviation Stakeholders Convention and the second African aviation safety and operations summit.

PLATINUM SPONSORS

<p>RwandAir</p> 	<p>Collins Aerospace</p> 
<p>ASENCA</p> 	<p>Ethiopian Airlines</p> 

GOLD SPONSORS

<p>Turkish Airlines</p> 	<p>Rwanda Airport Company</p> 	<p>Rwanda Civil Aviation Authority</p> 
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SILVER SPONSORS

<p>AIRBUS</p> 	<p>Aero Industrial Sales Company</p> 
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BRONZE SPONSORS

<p>GE Aerospace</p> 	<p>Accelya</p> 	<p>SP Aviation</p> 
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About Rwanda

Known as the land of a thousand hills, Rwanda’s stunning scenery and warm, friendly people offer unique experiences in one of the most remarkable countries in the world. The country has extraordinary biodiversity, with incredible wildlife living throughout the volcanoes, montane rainforest and sweeping plains. The west of Rwanda forms a branch of the Great Rift Valley known as the Albertine Rift. She has many unique, endemic species and is bursting with life. Chimpanzees, golden monkeys and other primates live alongside hundreds of brightly-coloured birds, orchids and butterflies.

As guardians of many iconic species, Rwanda is committed to safeguarding their existence within the four National Parks.

Rwanda is constantly working to ensure we can live in sustainable harmony with the environment, with a clean and green mindset. Rwanda banned plastic bags in 2008, and her lands are possibly the cleanest in Africa thanks to efforts throughout every community.

Visitors can rest assured the country is safe as well as stunning – Rwanda was ranked the 9th safest country in the world by the World Economic Forum.

Warm and friendly, Rwandans are also respectful, thoughtful and committed to the idea of progress, starting at the grass roots and running all the way to the top.

From the ancient kingdom to the modern day, creativity is something to be celebrated, whether through traditional dance, unique architecture or works of art.

About the event venue – Kigali Convention Centre



The KCC has 18 different venues which can host more than 5,000 delegates at a time. It features state-of-the-art technology, personalised service and professional facilitation to ensure event success.

The Kigali Convention Centre is located 5 kilometres from the bustling city centre and the Kigali International Airport (KGL).

Business delegates are within a few kilometres of government and corporate offices, and leisure travellers will delight in nearby local landmarks and attractions.

Conference Information

Color codes for name badges: The following are the color codes of the name badges for the various delegate categories.

	Airlines
	AFRAA Partners
	Manufacturers/Service Providers/ Students
	Airports/Civil Aviation Authorities/Government Officials/ Industry Partners
	Media
	Speakers
	Hosting Team/AFRAA Staff

NB: For security reasons, all delegates are requested to wear their name badges at all times throughout the conference and social functions of the ASC and Safety Summit

The dress code for the conference sessions is **business formal**.

1. Registration

Registration shall begin on Sunday, 11 May at 14:00hrs to 18:00hrs.

The registration will extend to Monday, 13 May from 08:00hrs.

2. Event venues

The venues for the various ASC activities are as follows:

- **Plenary Room** – MH1 + MH2
- **Exhibition Room** – MH3 + MH4
- **Welcome Cocktail** – TBA
- **Gala Dinner** – TBA
- **Tea Break** – Concourse
- **Conference Lunch** – Auditorium club/Larder
- **Media Room** – Mezzanine
- **Masterclass** – AD 10
- **Masterclass** – AD 12
- **Secretariat** – AD 7
- **VIP Room** – AD 4
- **Distribution Committee** – AD 4
- **Route Network Coordination and Cargo Committee** – AD 6

3. Welcome Cocktail

All delegates are invited to the Welcome cocktail which will take place on Sunday 11 May from 19:00 to 21:00hrs at **[Venue to be shared]**

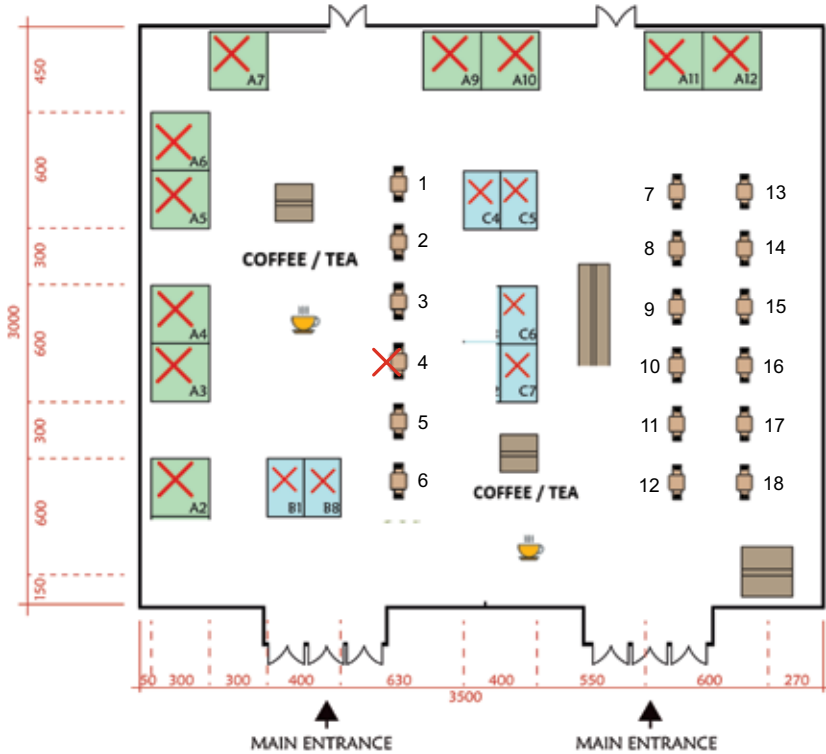
4. Gala Dinner

All delegates are invited to the gala and awards dinner which will take place on Monday 12 May from 19:30 – 22:00 at **[Venue to be shared]**

Exhibition area floor plan



13th Aviation Stakeholders Convention, 11-13 May 2025



KEY

<ul style="list-style-type: none"> 9 m² SHELL SCHEME 6 m² SHELL SCHEME Coffee Break 	<ul style="list-style-type: none"> b2b 2 chairs/ table Coffee Break
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Venue

KIGALI CONVENTION CENTER

X Reserved booth

Exhibition allocation

A1 (moved to A2 position)	AFRAA & FSF		Table number		
A3	RwandAir		1		
A4	De Havilland Aircraft of Canada Limited		2	Lufthansa Systems	
A5	EgyptAir		3		
A6	Ethiopian Airlines		4	Accelya	
A7	EAC-CASSOA		5		
A9	South African Airways Technical		6		
A10	South African Airways Technical		7		
A11	AVIASSIST		8		
A12	Kenya Airways		9		
B1	Rwanda Civil Aviation Training & Innovation Center (RCATIC)		10		
B8	Aero Industrial Sales		11		
C4	Rwanda Airports Company		12		
C5	African Aerospace		13		
C6	Collins Aerospace		14		
C7	Turkish Airlines		15		
	TOTAL		16		
			17		



13th AVIATION STAKEHOLDERS CONVENTION

11-13 May 2025 | Kigali, Rwanda



RwandAir
Fly the dream of Africa

13th Aviation Stakeholders Convention 11-13 May 2025 | Kigali - Rwanda

Theme: Sustainability • Collaborate • Innovate

Programme of Events

Sunday 11 May

Time	
09:00 – 12:00	AFRAA Committee meetings <ul style="list-style-type: none"> • Distribution Committee • Route Network Coordination & Cargo Committee
13:00 – 18:00	Registration opens Exhibition opens
14:00 – 17:00	AFRAA 195 th Executive Committee meeting
19:00 – 21:00	Welcome Cocktail reception

Monday 12 May

Time	
08:00 – 09:00	Registration of participants
09:00 – 09:40	Session I: Opening Ceremony <ul style="list-style-type: none"> • Opening remarks and welcome remarks, Mr. Abdérahmane Berthé, Secretary General – AFRAA • Opening remarks and welcome from the Host, Ms. Yvonne Makolo, Chief Executive Officer – RwandAir • Speech by Mr. Silas Udahemika, Director General – Rwanda Civil Aviation Authority • Speech and Official Opening by the Guest of Honour
09:40 – 10:10	Networking Coffee/Tea Break Press conference: RwandAir CEO and AFRAA Secretary General

Time	
<p>10:10 – 10:50</p>	<p>Executive punchline: Sustainability • Collaborate • Innovate</p> <ul style="list-style-type: none"> • Mr. Sédiko Douka, Commissioner for Infrastructure, Energy & Digitalization – ECOWAS • Mr. Steven Polmans, Board Chairman – the International Air Cargo Association (TIACA) • Mr. Arthemone Ndikumana - Deputy Regional Director ICAO ESAF • Mr. Aaron Munetsi, Chief Executive Officer – Airlines Association of Southern Africa (AASA) <p>Moderator: Raphael Kuuchi – AFRAA Consulting Director Government, Legal & Industry Affairs</p>
<p>10:50 – 11:10</p>	<p>Session II Presentation 1</p> <p>“Transforming Rwanda into a global hub through investment, innovation and enhanced connectivity</p> <p>By Ms. Irene Murerwa, Chief Tourism Officer at the Rwanda Development Board Rwanda Development Board”</p>
<p>11:10 – 11:50</p>	<p>Industry Leader Keynote Interview</p> <p>How are African airline CEOs approaching structural industry shifts, potential for growth, sustainability implications and business transformation.</p> <p>Guests:</p> <ul style="list-style-type: none"> • Ms. Yvonne Makolo – RwandAir CEO • Mr. Allan Kilavuka, Group CEO – Kenya Airways <p>Moderator: Maureen Kahonge, Senior Manager Business Development & Communications – AFRAA</p>
<p>11:50 – 12:10</p>	<p>Presentation 2</p> <p>Airline partnerships as a catalyst of growth for African carriers.</p> <p>By Arvind Chandrasekhar, Head of Network & Fleet Management - Lufthansa Consulting</p>
<p>12:10 – 13:10</p>	<p>Panel discussion 1</p> <p>Seamless and efficient air travel experience in Africa through harmonised cross-sectorial approach</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Mr. Mesfin Tasew, Group Chief Executive Officer – Ethiopian Airlines • Mr. Shahab Matin, Managing Director Commercial Marketing – Africa & Middle East – Boeing • Prof. Dr. Eyden Samunderu, Project Contracted Expert, EASA (NTU/Amena-Africa) • Mr. Ali Tounsi, Secretary General – ACI-Africa • Ms. Eva Nishimwe, Deputy Managing Director – Rwanda Airports Company <p>Moderator: Raphael Kuuchi – AFRAA Consulting Director Government, Legal & Industry Affairs</p>

Time	
13:10 – 14:30	Networking Lunch
14:30 – 14:50	<p>Session III Presentation 3 “Airline Payment Maturity Index – The status of airline payments in Africa” Voicing the sentiment of African Airlines payment experts By Ms. Sandy Samaan, Vice President, Head of Visa Consulting & Analytics for Sub Saharan Africa – Visa</p>
14:50 – 15:50	<p>Panel discussion 2 CIOs roundtable: Strategies to enhance and innovate end-to-end travel experience in Africa</p> <p>Panelists</p> <ul style="list-style-type: none"> • Ms. Francine Mukeshimana, Strategy & Performance Director – Afrijet/FlyGabon • Mr. Getaneh D. Woldemicheal, Director Commercial – RENAC • Mr. Jonathan Newman, VP Business Development – Accelya • Mr. Fouad Caunhye, Chief Commercial Officer – RwandAir • Mr. Lampros Brianas, Director, Subsaharan Africa Airlines – Amadeus IT Group <p>Moderator: Mr. Ibra Wane, Business Development Director – APG</p>
15:50 – 16:10	<p>Presentation 4 How is the low-cost landscape evolving and what are the key trends emerging when it comes to predicting demand, digital transformation, Gen AI, supply chain issues and passenger experience? By Mr. Karanja Ndegwa, Chief Executive Officer – Jambojet</p>
16:10 – 16:30	<p>Presentation 5 Enhancing airline profitability through effective Direct Operating Cost management By Mr. Jean-Marc Perreaux, Sales Director – Maureva</p>
16:30 – 17:15	<p>Workshop “The moment to act for African airlines: distribution freedom today, retailer tomorrow”</p> <p>The way airlines distribute is changing, and the opportunity for airlines in Africa to take advantage of retailing has never been greater. Join Accelya, one of the world’s leading retailing enabler that powers over 50% of global NDC transactions, to learn how airlines are taking control, creating real business outcomes, and paving the way for retailing transformation. Discover how your airline can:</p> <ul style="list-style-type: none"> • Improve revenues • Reduce distribution cost • Position for future relevance <p>Facilitator: Mr. Jonathan Newman, VP Business Development – Accelya</p>
16:30 – 17:00	Networking Coffee/Tea Break
19:30 – 22:00	Gala dinner

Tuesday 13 May

Time	
09:00 – 09:20	Programme Director’s Welcome
09:20 – 09:40	<p>Presentation 7 Airport Sustainability: Cutting emissions, limiting waste and changing mindsets By Mr. Steve Robinson – Global Business Development for Airports, Air Traffic Solutions and Border Management – Collins Aerospace</p>
09:40 – 10:10	<p>Presentation 8 Taking flight towards greener skies: Air Cargo Sustainability By Mr. Steven Polmans, Board Chairman – the International Air Cargo Association (TIACA)</p>
10:00 – 10:40	<p>Executive interview Focus on the NextGen aviation professionals for Sustainable aviation in Africa Panelists:</p> <ul style="list-style-type: none"> • Overland Airways – Landover Business School • Ms. Fadimatou Noutchemo Simo – Founder and CEO of HEFA Group & Country Manager Cameroon and Nigeria at Afrijet/FlyGabon <p>Moderator: Prof. Silas Lwakabamba, Managing Director at Coventry University Africa Hub</p>
10:40 – 11:20	Networking Coffee/Tea Break
11:20 – 12:20	<p>Masterclasses</p> <p>Masterclass 1: “Airline Revenue Maximization: Modern Retailing Strategies from NDC to OOSD”</p> <p>The airline industry is shifting to intelligent, customer-centric distribution solutions. As carriers move from legacy systems to New Distribution Capability (NDC) and Offer, Order, Settle, Deliver (OOSD), new retailing opportunities are emerging. This session explores:</p> <ul style="list-style-type: none"> • Evolution from traditional distribution to NDC • Implementation insights from Air Cairo and EgyptAir using NDC API Gateway • Industry transition to OOSD for technology simplification • Convergence of technology with commercial strategy <p>Through TPConnects’ Astra platform demonstrations, we’ll showcase how airlines are transforming their distribution across B2B Portal and NDC API Gateway solutions to drive revenue growth and enhance customer experience. We’ll share key findings present findings from the recent AFRAA Airline Distribution Survey highlighting the challenges faced by African airlines as well as the opportunities.</p>

Time	
	<p>Facilitators: Mr. Giuseppe Candela (AE) - VP Global Sales and Mr. Kristiaan VanDijken – VP Product Management (Airline), TP Connects</p> <p>Masterclass 2: “Capturing rising Africa travel demand – how to capitalize on the continent’s potential and mitigate infrastructure challenges”.</p> <p>Africa’s aviation industry is poised for significant growth, driven by a surge in travel demand across the continent. However, infrastructure challenges continue to hinder progress. This masterclass will explore strategies to harness Africa’s aviation potential while addressing key limitations in infrastructure, financing, and policy frameworks.</p> <p>Facilitators: Ms. Sajedah Rustom, Chief Executive Officer – AviaPro</p> <p>Masterclass 3: “Aviation Insurance: Flight Safety, Incidents and Claims Handling from an Insurance Perspective”.</p> <p>Key Trends, Challenges & Market Overview on Hull War Risks, Claims Handling and the Evolving role of Aviation Insurance – an African perspective.</p> <p>Facilitator: Mr. Denis Kulikov, Deputy CEO – AI12</p>
12:30 – 13:00	Session VI Closing Ceremony Acknowledgement of sponsors and exhibitors
13:00 – 14:00	Lunch Break
14:00 – 16:30	Scheduled B2B meeting appointments
16:30 – 17:00	Closing Networking break at the exhibition

Wednesday 14 May

	2 nd African Aviation Safety & Operations Summit
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Thursday 15 May

	CSR Event for Youth Development in Aviation – Sponsored by Collins Aerospace
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**THE AFRICAN
AVIATION SAFETY &
OPERATIONS SUMMIT**



**The 2nd African Aviation Safety & Operations Summit
13-14 May 2025, Kigali Convention Centre, Kigali – Rwanda**

Theme:
“Strengthening Safety Culture for Resilient Aviation in Africa”

In the face of evolving challenges within the aviation sector, the theme underscores the importance of cultivating a robust safety culture. This summit provides a platform for industry stakeholders to collaborate, share insights, and drive actionable solutions to enhance aviation resilience across Africa.

Tuesday 13 May

Time	
15.00hrs	Registration of participants
15.30 – 15.45hrs	Introduction by programme Director
	<p>The inaugural Safety and Operations Summit recommended the establishment of a Safety Group to share data and experience and continuously improve safety in the Region. This session allows the Group to meet in person, debate acute safety matters based on actual events, and draw lessons while observing the Chatham House Rules.</p> <p>Safety Information-Sharing Sessions (Chatham House rules. Restricted to safety practitioners.)</p> <p>Sharing of safety best practices, experiences on safety incidents, and techniques to ensure actions are in place that will lead to matching world averages on safety performance.</p> <p>Session 1: Safety Practitioner Session Scope: Sharing safety data across African states, improving accident investigation practices, and addressing operational infrastructure gaps (runways, ANSPs).</p>

Time	
<p>15.45 – 16.40hrs</p> <p>16:40 – 17:30hrs</p>	<p>Speakers: Runway excursion case study by FSF & AFRAA</p> <p>Session 2: Exchange on safety data to address GNSS spoofing</p> <ul style="list-style-type: none"> • Airline perspective: AFRAA Safety Group Chairman • Technology provider perspective: Collins Aerospace <p>Moderators: AFRAA – Gaoussou Konate Flight Safety Foundation – Mark Millam</p> <p>Wrap up of highlights The session will conclude with a wrap-up of key highlights, summarizing the actionable takeaways and next steps for strengthening safety practices across the region.</p>
<p>18.00 – 20.00hrs</p>	<p>Cocktail reception</p>

Wednesday 14 May
Registration of participants

Time	
<p>09:00-09:40hrs</p>	<p>Opening Ceremony</p> <ul style="list-style-type: none"> • Welcome and opening remarks – Mr. Abdérahmane Berthé, AFRAA Secretary General • Speech by Dr. Hassan Shahidi, President & CEO – Flight Safety Foundation • Speech by Ms. Yvonne Manzi Makolo – RwandAir CEO • Speech by Mr. Silas Udahemuka – Rwanda Civil Aviation Authority Director General
<p>09:40-10:30hrs</p>	<p>Setting the Scene Presentations These presentations will set the stage for the summit by reviewing progress since the inaugural summit in 2024, highlighting safety trends from the FSF Annual Report, and discussing the latest RASG-AFI safety trends and the status of the implementation plan of the Revised Abuja Safety Targets. Together, they will provide critical insights and a forward-looking vision to guide discussions throughout the event.</p> <p>Presentation 1 (20 minutes) “Highlight: Progress since the inaugural edition of the Summit and challenges ahead.” By AFRAA Secretary General “FSF dashboard trends – highlights for Africa from FSF annual report” By Mark Millam FSF</p>

	<p>Presentation 2 (10 minutes)</p> <ul style="list-style-type: none"> • “Outcome of RASG-AFI Annual Regional Safety Report Trends, Innovations, and Future Vision” <p>By Mr. Arthemon Ndikumana, Deputy Regional Director – ICAO Eastern and Southern Africa Office</p> <p>Presentation 3 (10 minutes)</p> <ul style="list-style-type: none"> • “The Revised Abuja Safety Targets: Sharing an Item Implementation Action Plan” <p>By Mr. James Danga, Safety Expert – AFCAC</p>
<p>10:30-11:10hrs</p>	<p>Networking coffee break</p>
<p>11:10-12:10hrs</p>	<p>Presentation 4</p> <p>“Tackling High-Risk Safety Categories: Practical Solutions and Roadmap for Africa” by FSF</p> <p>This session will focus on addressing the most pressing safety challenges in African aviation, including runway excursions (RE), controlled flight into terrain (CFIT), loss of control in flight (LoC-I), and other high risk safety occurrence categories such as wildlife hazards. Through practical solutions, participants will gain insights into mitigating these risks effectively.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • Runway Safety: Presented by FSF • Human Factors and Fatigue Management: Experiences sharing by Ms. Svetlana Ceca Bunjevac, Aviation Safety Risk Manager within European Aviation Safety Agency’s Safety Management, Sustainability and Global Outreach Directorate
<p>12:10-13:10hrs</p>	<p>Panel discussion</p> <p>“Advancing Safety Culture in African Aviation: Leadership and Accountability”</p> <p>This panel discussion will delve into the pivotal role of leadership in fostering a strong safety culture. Topics will include the importance of organisational accountability, the implementation of open reporting systems, and the drive for continuous improvement. Panelists will share their perspectives and experiences, providing a comprehensive view on advancing safety culture across the region.</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Mr. Kayode Ariwodola, Director, Global Safety and Regulatory Affairs, Middle East & Africa – Boeing • Mr. Kennedy Murichu, our Director of Compliance and Risk – RwandAir • Eng. Richard Gatete, Executive Director – CASSOA • Rwanda CAA • Emirates Safety Director <p>Moderator: Mr. Gaoussou Konate, Advisor Technical & Operations – AFRAA</p>

Time	
13:10-14:30hrs	Networking lunch
14:30-15:00hrs	<p>Presentation 5 Technology Spotlight: “Harnessing Data and Technology for Predictive Safety Management”</p> <p>This presentation will showcase the transformative power of data and technology in aviation safety. By focusing on data-driven risk management, automation, and AI tools, the session will highlight how predictive safety management systems can identify risks proactively and drive more effective decision-making processes.</p> <p>By Mr. Amir Emam, Senior Sales Director Middle East, Türkiye, and Africa – GE Aerospace</p>
15:00-16:30hrs	<p>Keynote Interview and presentation</p> <p>Keynote interview</p> <p>Guests</p> <ul style="list-style-type: none"> • Mr. Prosper Zo’o Minto’o, ASECNA Director General • Mr. Charles Habonimana, Managing Director – Rwanda Airports Company <p>This interview will focus on best practices and innovative strategies that have yielded safe operations in the Region, such as RVSM and PBN, and propose innovative approaches for effective infrastructure safety management. The moderator will summarise key insights.</p> <p>Moderator: Maureen Kahonge, Senior Manager Business Development & Communications – AFRAA</p> <p>Presentation</p> <p>Introduction of a collaborative approach in Wildlife Management by Cerian Henshaw, Director, Aviaire Wildlife Hazard Management Consultants – a presentation followed by questions, answers, and recommendations.</p> <p>Exploring the implementation of an innovative method of breaking silos among stakeholders managing wildlife safety risks and improving operational safety.</p>
16:30-17:00hrs	<p>Closing (in the main conference room)</p> <p>Recap of event outcomes, recommendations, and action plan</p> <p>The summit will conclude with reflections on key takeaways and a roadmap for fostering a stronger safety culture. Commitments and partnerships forged during the event will be outlined.</p> <p>Closing remarks by Mr. Abdérahmane Berthé, Secretary General – AFRAA</p>
17:00-17:30hrs	Networking coffee

Speaker profiles



Mr. Abdérahmane Berthé
Secretary General – AFRAA

Mr. Berthé was the CEO of Air Mali and Air Burkina. He has 28 years' experience in airline industry and a total of 16 years as an airline CEO. Mr. Berthé built his career in various Airlines and multicultural environment both in Europe and Africa at positions such as aircraft performance and dispatch engineering, maintenance and operations quality, ground operations and Chief Executive Officer.

Abdérahmane is graduated from:

- French Civil Aviation school in Toulouse (1987 Master of Science degree)
 - French Aeronautical and Space school in Toulouse (1988 Master of Science degree)
 - Business Institute in Toulouse (1989 Master degree)
- He also obtained a Private Pilot License in 1985 for Single Engine Aircrafts.



Ms. Yvonne Manzi Makolo
CEO Rwandair

Yvonne Manzi Makolo is an accomplished business leader serving as the CEO of RwandAir, Rwanda's national flag carrier, since 2018. With a rich professional background, she embarked on her journey with RwandAir in April 2017, initially joining as the Deputy CEO in Charge of Corporate Affairs. Before her tenure at RwandAir, Yvonne held prominent roles at MTN Rwanda, the largest telecommunication company in the country, where she notably served as the Chief Marketing Officer and briefly acted as the CEO.

Yvonne's expertise is further strengthened by her educational background, including a Post Graduate Diploma in Applied Information Technology. With over 11 years of valuable commercial experience, she has proven her aptitude for strategic decision-making and driving organizational growth. As a visionary leader in the aviation industry, Yvonne Manzi Makolo continues to guide RwandAir towards new heights, ensuring its prominence as a symbol of national pride and excellence in Rwanda.

Yvonne served as the 81st Chair of the IATA Board of Governors, marking the first time a woman has taken on this role.



Prof. Dr. Eyden Samunderu
Project contracted expert,
EASA. (Managing Partner
Amena -Africa)

Prof. Dr. Eyden Samunderu is a seasoned international senior strategy expert with a profound expertise in spatial econometrics, statistical modeling, and a deep understanding of the global aviation industry. With a PhD in Strategic Management from Universidad Carlos III (UC3M) in Spain, his academic background is strongly anchored in the analysis of airlines' dynamic oligopoly behaviour, strategic alliance networks, and multi-market contact strategies. Dr. Samunderu brings more than two decades of experience in international aviation management consulting and project management. His work is characterised by a strong business analytical acumen and a comprehensive commercial awareness of air transport development, market liberalisation, and cost benchmarking. Known for his client-centric mindset and commitment to delivering unparalleled client service solutions, Dr. Samunderu has demonstrated self-confidence and exceptional presentation skills, making him a trusted advisor at both stakeholder and senior management levels.



Dr. Hassan Shahidi
 President & Chief
 Executive Officer
 Flight Safety Foundation

Dr. Hassan Shahidi is the president and CEO of Flight Safety Foundation, where he leads a global campaign and advocacy to improve aviation safety since 2019. With centres and offices in Washington, Melbourne Australia, Singapore, Brussels, The Hague, Montreal, he leads an organisation with more than 1000 members to advance global aviation safety and address the most critical safety issues in aviation. Prior to joining the Foundation, he served as an executive at MITRE, where he led research and engineering initiatives relating to safety and advanced aviation system development. He directed the Aviation Safety Information Analysis and Sharing (ASIAS) program, a government-industry safety data sharing partnership he helped launch in 2007. Since then, he has extended and promoted the concept of safety data sharing in other regions around the world.

Dr. Shahidi has over 40 years of experience in applying systems engineering and data analytics to advance air traffic control in the United States and around the world. He led several air traffic modernisation initiatives, including performance-based navigation (PBN), airspace design, traffic flow management and terminal automation concepts. Dr. Shahidi led a number of initiatives in the 1980s as part of the early air traffic modernisation program.

Dr. Shahidi holds a private pilot license. He is a recipient of various industry awards, including the RTCA Outstanding Achievement Award and Aviation Week Laureates Award. He holds a bachelor's degree and a master's in international economic studies, a master's in systems engineering and operations research, and a doctorate in engineering management.



Sandy Samaan
Vice President,
Head of Visa Consulting
& Analytics for
Sub Saharan Africa
VISA

Sandy is a strategic executive passionate about creating sustainable value and impact with partners by supporting their growth strategies and ensuring execution with excellence – She has over 18 years of global experience in management consulting, retail banking, and finance, specialising in driving revenue growth and developing high-performing teams. Sandy has been leading Visa Consulting and Analytics for Sub Saharan Africa since January 2024. She has been with Visa for 5 years where she was leading Visa Consulting and Analytics for UAE, Bahrain and Oman markets and heading Visa Managed Services for GCC and NALP region. Prior to Visa she was a VP in Data and Services at Mastercard for 8 years, leading multiple roles; Data monetization piloted in Mexico and scaled globally. Set up the MEA managed services division to support Financial institutions and merchants to accelerate their growth strategy. Prior to that she worked with Citibank in EUR and ME and earlier worked for McKinsey in Egypt supporting key government engagements. Sandy holds a Masters in Business Administration from IE in Spain and Bachelors degree from the American university in Cairo.



Karanja Ndegwa
Managing Director & CEO
Jambojet

Karanja Ndegwa is an accomplished leader with over 25 years of experience in the aviation industry, 15 of which have been in senior leadership roles. A graduate of Economics and Statistics from the University of Nairobi and a Certified Public Accountant, he combines financial acumen with strategic expertise to drive organisational success. Mr. Ndegwa began his career at Kenya Airways, and joined Jambojet in 2014 as Head of Finance, playing a key role in establishing the airline's financial framework during its inception. In 2016, he was appointed Chief Financial Officer, where he oversaw the airline's financial strategy and operational efficiency. In April 2020, Mr. Ndegwa was named Acting Managing Director, a role in which he led the airline through the unprecedented challenges of the COVID-19 pandemic. His exceptional leadership during this period earned him a permanent appointment as Managing Director & CEO in August 2021. Throughout his tenure, Mr. Ndegwa has been instrumental in Jambojet's growth and transformation. He has championed strategic initiatives that include route expansion, operational efficiencies, and enhancing the airline's digital capabilities. His leadership has also been pivotal in fostering a culture of innovation, sustainability, and customer-centricity, positioning Jambojet as a leading low-cost carrier in the region. Mr. Ndegwa's key strengths include financial planning, commercial strategy, capacity building, strategic management, and revenue optimisation. His contributions to the aviation industry underscore his commitment to driving growth and ensuring organisational resilience in a dynamic global environment.



Jean-Marc Perreaux
Sales Director
Maureva

Jean-Marc Perreaux's extensive experience in the air travel industry, spanning over 35 years, has equipped him with a robust understanding of both operational and strategic aspects. His professional journey encompasses key collaboration with leading companies within the industry such as Air France, Atraxis, SITA, and now Maureva, each contributing to his deep knowledge of the sector and establishing himself as a trusted expert in the field.

Professional background

Role: Sales Director at Maureva

Experience: Over 35 years in the air travel industry

Expertise: • Air Transport and Airport Management • Airlines Passenger Solutions • Distribution • Revenue and Cost Management Solutions
Education

Degree: Master's degree in Marketing and Business Management from Paris-Sorbonne University Personal Information.

Nationality: French

Family: Married with three children and three grandchildren

Interests: Family, travelling, skiing, hiking, diving, shooting

Key strengths

Operational expertise: Extensive hands-on experience in various aspects of air travel, providing practical insights for efficient day-to-day operations.

Strategic insight: Proven ability to navigate complex challenges and develop forwardthinking strategies.

Industry knowledge: Broad perspective on industry trends, technologies, and best practices gained from working with diverse organisations.

Career highlights

Air France: Experience with a leading global airline, focusing on passenger services, operational management, and strategic planning.

Atraxis: Engagement with IT solutions for the travel industry, enhancing understanding of technology's role in aviation.

SITA: Involvement with a global IT provider for air transport, deepening expertise in technology and data management.

Maureva: Currently serving as Sales Director, driving business growth and customer satisfaction.

Personal attributes

Active lifestyle: Interests reflect a dynamic personality and a willingness to explore new horizons.

Innovation: Passion for exploration and innovation aligns well with the aviation industry's need for continuous improvement and adaptation to new technologies.

Value-driven: Fosters impactful collaborations while leveraging his industry expertise to drive innovation and create lasting value in the airline.



Mr. Gaoussou Konate
 Director, Technical
 and Operations
 AFRAA

Mr. Konate joined AFRAA just after he completed a nine-month consultancy contract with the African Development Bank and contributed to the development of the Bank Framework and Guidelines to Support the Aviation Sector in the Region. He brings a vast experience comprising both air transport and civil aviation. His 35-year-corporate experience covered: International Civil Organisation (ICAO), he served as Deputy Regional Director of the Western and Central; for 8 years, he serviced IATA Regional Office for Africa and Indian Ocean (AFI) where he joined as Manager Safety and became Regional Director Safety, Operations, and Infrastructure; as AFRAA Technical Director, he fostered cooperation among African air carriers for 11 years. Before AFRAA, he worked at Air Afrique for just over a decade.



Eng. Richard Gatete
 Executive Director
 EAC CASSOA

Eng. Richard Gatete is the Executive Director of the East African Community Civil Aviation Safety and Security Oversight Agency (EAC CASSOA). He is an Aviation Professional with over 17 years of experience in Air Navigation Services, Aviation infrastructure deployment, air transport development, Aviation Safety and harmonisation of regional Civil Aviation policies and regulations. He holds a MSc. in Telecommunications Management and BSc. in Electromechanical Engineering. Before joining the EAC CASSOA, Eng. Richard Gatete served in various international and regional Organisations including:

- The COMESA Secretariat as an Air Navigation Services Expert
 - ICAO TCB (now CDI) as Head of Engineering services and Field Technical Coordinator under the ICAO Flight Information Services for Somalia (FISS) Project.
 - EGNOS Africa JPO (now SatNav Africa JPO) as GNSS Expert
 - Rwanda Civil Aviation Authority as a Senior CNS Engineer
- He notably played a pivotal role in the transfer and handover of the management of the Mogadishu Flight Information Region from ICAO to the Federal Government of Somalia after 27 years.

Eng. Gatete is deeply committed to advancing sustainable Aviation solutions that will shape the future of Aviation in Africa through his expertise and leadership.



Maureen Kahonge
Senior Manager,
Business Development
and Communications
African Airlines
Association

Maureen Kahonge is the Senior Manager Business Development & Communications at AFRAA, a position she has held since in February 2016. Prior to her appointment, she held the position of Business Development Manager at the Association.

Maureen is a Passionate aviator with 12 years’ aviation experience at the African Airlines Association – AFRAA, the leading trade Association of African airlines. She has coordinated various initiatives that facilitate beneficial cooperation among African airlines and with the view to adopt and implement cost-effective common solutions to address market needs.

An analytical thinker with commercial orientation and strong customer focus, Maureen is well-versed on air transport industry trends and dynamics. Her role at AFRAA covers the development and management of beneficial working relationships with member airlines and partners, marketing, events, PR & Communications.

She is a holder of a Bachelor of Education (Arts) degree in Business Administration and French from Kenyatta University and a Masters in Business Administration Strategic Management and Finance at the United States International University, Kenya. She is a Kenyan in nationality and is fluent in French and English.



Raphael Kuuchi
Consulting Director,
Government, Legal and
Industry Affairs-AFRAA

Raphael Kuuchi is a Consulting Director for Government, Legal and Industry Affairs at the African Airlines Association (AFRAA). In this role, he leads AFRAA engagements with airlines, governments, regional and industry stakeholders in addressing aero-political and regulatory developments impacting African aviation. He is also involved in the Single African Air Transport Market implementation (SAATM) and airlines environmental and sustainability initiatives in AFRAA.

Prior to his current role, he served for 7 years as IATA Vice President for Africa and subsequently the IATA Special Envoy to Africa on Aero-political Affairs.

Raphael has many years of experience in aviation operations, management, consulting and advocacy. He holds MBA in management and a Business Administration degree in Accounting. He is a Fellow of the Chartered Institute of Logistics and Transport (FCILT) UK.



Steven Polmans
 Chair of the Board
 of Directors
 The International
 Air Cargo Association

Steven Polmans started his career after graduating in 1995 in aviation joining a European handling company and his since spent most of his career in the industry. After having held several operational and management position at different airports in handling, he joined Brussels Airport in 2010 as Cargo Marketing Manager and was appointed Head of Cargo and Logistics in 2012. In this position, he was responsible for developing and implementing the overall cargo strategy of the airport. Steven was also the founding father and first chairman of Air Cargo Belgium, a newly established air cargo organisation at BRUcargo, grouping all stakeholders. On 1 April 2019, Steven was promoted to Director Cargo & Logistics, adding all responsibilities for cargo real estate development and portfolio management to its existing role. Steven joined the board of TIACA, The International Air Cargo Association, in August 2016, and became Vice Chairman in October 2017. As of July 2019, Steven took over the role of Chairman at TIACA, a position he still holds today. In January 2021, Steven moved on and joined Nallian as their Chief Customer Officer, a data sharing company building amongst others the innovative BRUcloud platform. In February 2022, Steven became VP at Abu Dhabi Airport Company to realise the cargo ambitions and growth set by the airport. As of 1 July 2023, he started his own management and advisory company in air cargo helping companies with their strategy, business development, operational execution and community building.



Emam Amir
Senior Sales Director,
Middle East, Türkiye,
and Africa
GE Aerospace

Amir is Senior Sales Director overseeing sales and growth across the Middle East, Türkiye, and Africa. With over 20 years of international experience in the aviation industry, Amir is a commercially driven executive with a passion for supporting operators with their Sustainability and Digital Transformation projects. Amir’s unique collaborative approach, and his passion in driving digital transformation and sustainability initiatives within the aviation industry, has resulted in driving impactful change and fostering strategic partnerships within the digital space of aviation. This can be seen through the latest partnerships fostered with major airlines, ultimately contributing to the industry’s continued evolution and success in the region. Amir’s educational background includes a BS in Electrical Engineering and an MBA from the University of Texas at Arlington, complemented by his Six Sigma Black Belt certification.



Shahab Matin
Managing Director
Commercial Marketing
Middle East & Africa
BOEING

Managing Director Commercial Marketing Middle East & Africa
Shahab is the Managing Director of Commercial Marketing for Africa and the Middle East. Before this he served as a Senior Manager of Marketing Strategy following almost ten years in Regional Marketing supporting a diverse portfolio of airlines across the Middle East, Europe, Eurasia, and Northeast Asia. Shahab joined Boeing in 2001 as a Propulsion Systems engineer and later worked in Product Development as an Aircraft Performance engineer. His career started at Cessna in Propulsion and Flight Test engineer on business jets. Shahab holds a MBA from the University of Washington Foster School of Business and a Bachelor of Science in Aerospace Engineering and Mechanics from the University of Minnesota. He lives in the Seattle area with his wife and two daughters.



Mr. Arvind Chandrasekhar
 Head of Network & Fleet management
 Lufthansa Consulting

Mr. Arvind Chandrasekhar is an Associate Partner based in Frankfurt. Over his extensive consulting career, he has advised clients in every continent on a wide range of issues including airline start-up/growth strategy, business planning, M&A, network and fleet management and transformation. He has often led complex cross-functional projects in environments with multiple stakeholders. In addition, he has delivered thought leadership and training workshops at multiple forums.

Professional experience

- Lufthansa Consulting GmbH, Germany
- Bain & Company, India and Australia
- Lehman Brothers International, London Education
- Indian Institute of Management, Ahmedabad, India: MBA (PGDM)
- Anna University, Chennai, India: Computer Science and Engineering Selected projects
- Strategy review and design of 5y network/fleet plan, national airline, Southern Africa
- Review of network/hub strategy and design of network for a national airline, Europe
- Commercial strategy and project management for the launch of a new LCC, Europe
- Business planning and network and fleet design for a start up cargo airline, Russia
- European network design for a premium start up airline, United Kingdom
- Multi-year traffic forecasting and route development support to the Americas, Asia and Middle East for a large airport, Asia Pacific
- Route studies on a major Transatlantic market for a large hub airport, Europe
- Validation of business case for an airline acquisition, Europe
- Long term airport traffic forecast for a dual-airport system, Asia
- Post-COVID forecast and Economic Impact Analysis for a national airline, Europe
- Operations (AOC) strategy development for a cargo airline, Europe



Sajedah Rustom
Chief Executive Officer
AviaPro Consulting

Sajedah Rustom is the Chief Executive Officer of AviaPro Consulting, a leading global aviation advisory firm serving airlines, airports, authorities, and industry partners with specialised strategic, operational, and technical solutions. Under her leadership, AviaPro delivers high-impact consulting services that optimise performance, resilience, and growth across the aviation ecosystem. A seasoned aerospace executive, Sajedah brings twenty five years of expertise in global strategy, business transformation, and operations leadership across commercial and business aviation. Her career spans product and service design, sales enablement, aftermarket innovation, and customer experience excellence. Prior to joining AviaPro, Sajedah served as CEO and Board Director of AJW Technique, the MRO arm of AJW Group. She led the company's strategy, innovation, and execution across European and Canadian service centers, while also overseeing the Group's global People and Marketing strategies — fostering a culture of quality, inclusion, and learning. Previously, Sajedah held senior leadership roles at Bombardier Aerospace, where she designed and managed cost-by-hour programs for the Q400, CRJ, and CSeries aircraft. She also drove reliability and supply chain programs and later served as Transformation Officer for the Global Express, Challenger, and Learjet aftermarket — delivering double-digit growth and operational efficiency worldwide. A recognised industry leader, Sajedah was named one of Canada's Top 100 Employers in Aerospace in 2020. She currently serves as Vice Chair of the Women in Aerospace Board, is a Tech Board Member, and coaches executives through her 'Lead to Learn' transformation programs. Sajedah is fluent in English and French and holds a Bachelor's and Master's degree from the University of London, England, along with certifications in Six Sigma, Lean Management, Agile, and Business Process Engineering. Outside of aviation, she is passionate about mentorship, charitable work, and youth development. She enjoys art, food, global travel, kickboxing, and spending time with her three daughters.



Steve Robinson
 Global Business Development for Airports, Air Traffic Solutions and Border Management
 Connected Aviation
 Collins Aerospace

Steve is leading a global team responsible for Business Development for Air Traffic Management, Airports and Border Management. We recently brought these go to markets together to unlock value across the ecosystem. Consulting with Airlines, ANSPs and Airports on how Collins can help them become more sustainable, efficient, reliable and customer focused through leveraging digital technology and data is the goal. Steve has worked at Collins for 7 years in various Sales leadership roles based in AsiaPac and has led the global airports team for the past 2 years. In this time the team has been growing business with multiple airports with 6 of the top ten global airports IT passenger check-in managed by Collins and over 15 new airports delivered in this period. The key to success for Collins is listening to our customers and mapping their digital journey with our innovative solutions. Once successfully cut over Service leadership and on time performance are the primary objective whilst partnering with customers for further innovate based on experiences jointly seen on site. Steve has a passion for technology and innovation and prior to his 7 years at Collins held various ICT positions within the BT group including leading a team for 6 years to drive business growth in Asia, Middle East and Africa and more recently with VMWare running their commercial and partner business in ASEAN. Steve has lived in Singapore for 15 years and is married with 2 children with whom he spends his spare time alongside his passion for cycling.



Jonathan Newman
 VP Global Business Development
 Accelya

Jonathan Newman is part of the Global Business Development team at Accelya, helping airlines to generate value from commercial strategy and distribution, leveraging over 20 years of global industry experience. Prior to joining Accelya, Jonathan has held senior commercial roles in global airlines and travel technology companies.



Irene Murerwa
Chief Tourism Officer
Rwanda Development
Board

Irene Murerwa is the Chief Tourism Officer at the Rwanda Development Board. She oversees the tourism sector.

Irene Murerwa is a seasoned business leader with a strong focus on the development, performance, and maintenance of commercial and strategic processes to drive efficiency, quality, service excellence, and profitability. With extensive experience in building high-performing commercial teams and delivering innovative, high-quality products and services, Irene Murerwa has held several senior management positions, leading teams of over 130 professionals in one of the most competitive financial institutions.

During her tenure at Bank of Kigali PLC and BK Insurance Ltd, Irene Murerwa played a pivotal role in driving large-scale client acquisitions and increasing revenue generation, positioning both institutions ahead of competitors in a rapidly evolving financial landscape. Beyond the financial sector, she has also made a significant impact on Rwanda's tourism industry, advocating for sustainable practices, fostering community involvement, and promoting economic progress.

A values-driven and inspirational leader, Irene Murerwa is deeply committed to quality service delivery, fostering a culture of innovation, and mentoring the next generation of leaders. With a progressive mindset and a passion for coaching, she empowers teams to embrace growth, creativity, and long-term success.



Kennedy Murichu
Director Compliance
and Risk, RwandAir

Kennedy Murichu currently serves as the Director of Compliance and Risk at RwandAir, where he leads an integrated portfolio encompassing quality, safety, and enterprise risk and compliance. With over 15 years of experience in maintenance and engineering, quality, and safety management, Ken brings a wealth of expertise and strategic leadership to his current position.

Known for his discipline, strategic thinking, and results-oriented leadership, Ken has been instrumental in modernizing RwandAir's compliance and risk frameworks and is widely respected for his ability to drive cross-functional collaboration in the complex, regulated aviation environment.

Committed to continuous development, Ken is currently expanding his academic portfolio through advanced studies in artificial intelligence for business and sustainability and climate risk. He holds certifications in maintenance and engineering, quality assurance and safety management.



Ms. Francine Mukeshimana
Strategy and Performance
Director – AFRIJET



Mr. Denis Kulikov
Deputy CEO



Col. Silas Udahemuka
Director General
Rwanda Civil Aviation
Authority



Mr. Sediko Douka
Commissioner –
Infrastructure, Energy
and Digitalisation
ECOWAS



Mr. Aaron Munetsi
Chief Executive Officer
Airlines Association Of
South Africa (AASA)



Mr. Ali Tounsi
Secretary General
ACI- Africa



Mr. Fouad Caunhye
Chief Commercial Officer
Rwandair



Mr. Jamie Partington
Sales Director MEA
Collins Aerospace



Ms. Fadimatou Noutchemo Simo
Fonder and CEO HEFA
group/Country manager
Cameroon and Nigeria
AFRIJET



Mr. Giuseppe Candela
VP Global Sales
TPConnects



Mr. Kristiaan Vandijken
VP Product Management
(Airline)
TPConnects



Mr. Mark Millan
Director
Flight Safety Foundation



Mr. James Danga
Safety Expert
AFCAC



Mr. Allan Kilavuka
Group CEO and
Managing Director
Kenya Airways



Mr. Kayode Ariwodola
Director, Global Safety
and Regulatory Affairs,
Middle East & Africa
BOEING



Mr. Prosper Zo'o Minto'o
Director General
ASECNA



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Finance | Commercial | Aviation Policy | Master Plans**



- Cost effective consulting services;
- Tailored solutions from experts who understand the African context;
- High quality deliverables;
- Contribution to improve air transport sustainability in Africa.

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