

“Roll out global solutions & build regional solutions to key aviation safety challenges in Africa”

1. Introduction

1.1 Air transport in Africa continues to grow at a healthy rate. The air transport sector is an important factor in future economic growth in the African States and their continued integration into global markets. Access to foreign African markets, foreign direct investment relying on good air-transport links, tourism as well as export by air of agricultural products, play a major role in that integration.

1.2 At the same time the African region experiences a significantly higher accident rate than the average global accident rate. The urgent need to upgrade aviation safety standards, systems and infrastructure in Africa remains one of today’s most pressing aviation safety challenges. Safety support should not exclusively focus on infrastructure but shall ensure that regulators, supervisory authorities, operators, airports and air traffic management meet the required safety standards.

1.3 The safety objectives for Africa for the near term (by 2017) are inspired by the 2012 Ministerial Meeting in Africa. The Abuja Declaration that originated from that meeting sets a target for all African States to attain 60 per cent effective implementation of ICAO Standards and Recommended Practices (SARPs) by 2017. Attainment of this objective will establish a baseline of fundamental safety oversight maturity throughout all Member States, assuring consistency in the certification and ongoing safety surveillance of the aviation industry. Challenges need to be addressed that may not have purely technical solutions. Achieving those goals requires addressing issues of political understanding and political will. Meeting these objectives will require the Foundation to engage in complex political, social and cultural issues.

1.4 The activities of the AviAssist Foundation respond to a call from national and international organisations such as ICAO to assist States and industry in Africa to meet their international obligations concerning the implementation and enforcement of international safety standards. The difficulty a number of African countries and operators face in meeting these international obligations has an unacceptable impact on global aviation safety. The Foundation carries out its program as the regional affiliate of the renowned Flight Safety Foundation for East and Southern Africa (ESAF).

2. Vision and mission of the foundation

The aviation safety gap between the African region and other regions like Europe and USA continues to exist and endangers the safety of regional and intercontinental traffic. Intercontinental traffic is mainly carried out by non-African airlines with the share of Middle East airlines growing rapidly and the share of US airlines expected to grow. Whereas Europe and US increase ATM capacity by new CNS systems and improve safety constantly in order to meet the air traffic demands, a considerable part of African States are unable to keep pace in these developments, making air transport with the African continent more burdensome than desirable. It is noted that there are large sub regional differences in Africa and the region also boasts States and aircraft operators that perform at or above global average safety levels in accordance line with international standards.

2.1 Vision

To reduce the risk of aviation incidents and accidents by ensuring dissemination of safety information and interventions to African aviation professionals and organisations in all segments of the aviation industry, while coordinating technical support, institutional improvements and training as appropriate.

2.2 Mission

“To be a prime, non-profit supplier of best safety practices & safety support to African aviation with a focus on East and Southern Africa”

2.3 Achieving the mission

The AviAssist Foundation aims to achieve its mission by:

- a. Focussing on priorities as identified by the ICAO 2013 Global Aviation Safety Plan, the Flight Safety Foundation and stakeholders in African aviation safety;
- b. Providing pragmatic access to best practices by African aviation professionals through:
 1. Publishing & distributing the complimentary safety magazine SafetyFocus.
 2. Supporting aviation organisations in developing and maintaining their soft skills safety expertise in cooperation with other institutions (i.a. ACI, CANSO) and training providers.
 3. Setting up and supporting strategic partnerships between aviation administrations in the ESAF region and outside Africa for safety support;
- c. Working in close co-ordination and co-operation with the Flight Safety Foundation;
- d. Promoting regional co-operation for the benefit of improving safety and effective safety oversight;
- e. Providing suppliers of safety products and services market access to Africa where that can support the Foundation’s mission while guarding its independence;
- f. Enabling companies to contribute to the Foundation’s mission by funding and/or providing expertise;
- g. Close involvement in the Foundation’s activities of industry stakeholders such as regulators, airlines, airports & Air Navigation Service Providers and other industry representatives that have direct interest in the sustainable results of AviAssist programs¹;
- h. Co-ordination and co-operation with organizations that support aviation safety in the ESAF region²;
- i. Serving as a focal point for safety contacts and ensuring continued technical support of its programs and associated quality control;
- j. Boosting the understanding of unique regional challenges to stakeholders and critical outsiders;
- k. Working on a solid financial basis for a sustainable budget based on confidence in the AviAssist Foundation and the proof-of -concept of its activities;
- l. Assisting the media in accurate reporting on African aviation safety issues;
- m. Ensuring an efficient operation characterised by low overhead cost and a transparent operation that enables stakeholders to get a good insight in the Foundation programs and plans.

3. Targeted beneficiaries

The main beneficiaries of the Foundation’s activities are:

- a. Airlines & low capacity operators;
- b. Major airports and frequently used alternate airports;

¹ Such as African operators & regulators, KLM, Air France, British Airways, Delta Airlines, Emirates, Turkish Airlines, IATA and airports that are connected to Africa with their network etc.

² Such as CASSOA, European Commission, African Regional Airlines Association, IATA, US Federal Aviation Administration, EASA, ICAO etc.

- c. Air navigation service providers;
- d. Regional safety oversight organisations;
- e. Regulators;
- f. Business aviation.

Other sectors such as charter operators & general aviation may benefit from the Foundation's activities but are not its primary targets.

4. The world around AviAssist

4.1 *National*

The Foundation is registered in the Netherlands. Despite budget constraints, the Dutch Ministry of Infrastructure and the Netherlands aviation organizations (i.e. Amsterdam Airport Schiphol, the Dutch Air traffic Control organisation LVNL) will remain an important focal point for the AviAssist Foundation to provide support to its programs. Over the course of the first strategy from 2010-2014, the Foundation has quite drastically reduced its financial dependence on the Dutch Ministry of Infrastructure from 96% of its revenue in 2009 to just over 50% in 2013. KLM continues its annual contribution to the Foundation's budget, providing further financial stability to the Foundation.

The AviAssist Foundation will furthermore continue to expand close working relationships with African and non-African registered airlines and aircraft operators with (present and future) destinations in Africa and have a direct interest in improved aviation safety in the AFI region. Non-African Airlines, airports and air traffic control organizations will be approached for partnership with similar organizations in the ESAF region in specific technical areas and provide expertise and/or On-the-Job Training on best practices.

4.2 *International*

The Foundation is the regional affiliate of the Flight Safety Foundation (FSF). It aims to increase its co-operation with the FSF and ensure that its expertise is included in FSF activities targeting Africa. The affiliation with the FSF provides the Foundation with international credibility outside Africa. The work of the Foundation will provide good exposure to the work of the FSF that is presently little known in Africa. Close cooperation will be maintained with the ICAO, the Civil Aviation Safety and Security Oversight Organisation for the East African Community CASSOA, the US FAA and others regarding the implementation of the 2013 Abuja Declaration.

Improving aviation safety in the ESAF region is of prime importance to non-African operators that maintain the majority of intercontinental connections as well as to their safety oversight authorities. The Foundation will continue to seek and expand cooperation within Europe, with the European Commission, European institutions (EUROCONTROL, EASA) and individual States. This continues a trend to provide support to the European Union and its institutions in implementing their technical assistance programs that was started during the implementation of the Foundation's first strategic vision.

5. Working methodology

The objectives of the AviAssist Foundation will be achieved by:

- a. Annually presenting a work program and budget for next year to the Board;
- b. Ensuring effective project management and applying a transparent quality assurance mechanism in every program;
- c. Seeking to deploying operationally active experts (avoid being 'consultancy rolodex');
- d. Close co-operation with African stakeholders to sustain and improve the achieved benefits for safety and efficiency;

- e. Offering not-for-profit network and advisory services to its target beneficiaries;
- f. Aiming to include African experts in its programs to the maximum extent possible.

6. Organisational structure and culture

6.1 The AviAssist Foundation is registered in The Netherlands and operates within the Netherlands legal regime. At the start of the implementation of this strategic vision, the staff of the Foundation consists of a part time Director. Any increase of staff capacity (see para 8.3) needs the approval of the Board. The Foundation will also work on expanding the number of volunteer program managers.

The board aims to ensure that its membership remains relevant and up to date by inviting honourable members from the industry to join its ranks where relevant. Policy and industry leaders in the board will lend their names and skills and those of their organizations in support of the foundation activities. Participation of the aviation industry in the Board or other organs of the Foundation is essential for success of the Foundation. Their cooperation in the programme is considered of great importance to increase the effectiveness of the AviAssist foundation and setting the right priorities. Board members will actively promote the foundation to aviation authorities and industry to support the AVIASSIST technical support program either by financial contribution or by making available expertise.

The Foundation will seek to raise its international profile through mobilisation of Ambassadors.

6.2. Its organisational structure shall continue to enable the Foundation to:

- a. Maintain a minimum on overhead costs by ensuring its staff and volunteers work from home;
- b. Work on minimum expenditures for necessary travelling;
- c. Facilitate pragmatic contributions to safety improvements;
- d. Seek to exclude pure commercial participation of consultancy firms in projects without a longer term responsibility for the deliverables;
- e. Operate with minimum management layers and at an expert level to the maximum extent possible;
- f. Provide information about its activities and their context on a regular base;
- g. Be transparent and ensure quality and effectiveness of its work and supported projects based on agreed performance indicators where possible.

6.3 The AviAssist Foundation shall capitalise on the skills and competences of its management and the expert project teams. The culture of the organisation will aim at close integrated work processes of staff and contractors. Being open to non-western cultures is a crucial component of its work.

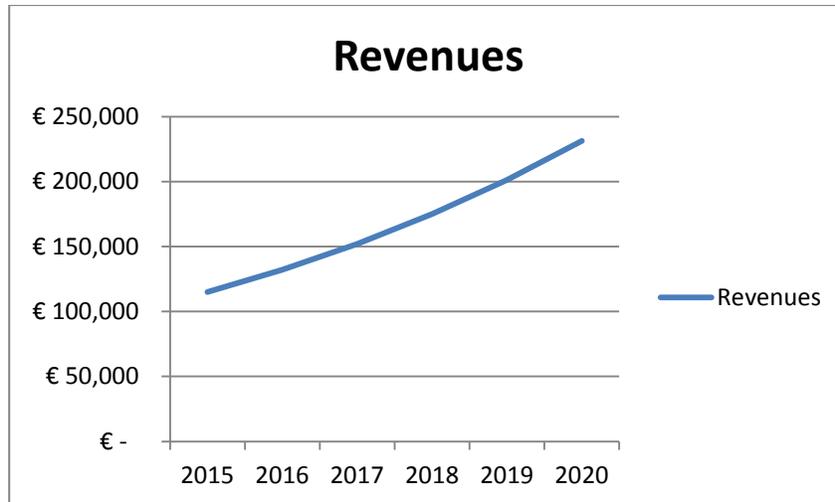
7. Planning

2015/2020

- a. Grow the Foundation's programs based on a bigger budget achieved by more aggressive fundraising and achieve Public Benefit Institution status (ANBI) under Netherlands tax laws to assist therein
- b. Support to the implementation of the 2013 ICAO Global Aviation Safety Plan, the ICAO AFI Cooperative Inspectorate Scheme and prioritize according to the agreed ICAO/IATA African Strategic Safety Improvement Action plan, focussing on significant safety concerns and deficiencies identified by aircraft operators and authorities
- c. Coordinate specific safety projects or training sessions on request of and financed by national aviation authorities, aircraft operators, air navigation service providers and other industry organisations.

- d. Encourage the implementation of safety systems based on ICAO ANNEX 19 and stimulate development of a network of professional peers by organizing international think tanks, conferences and workshops.

8. Budget



Graph 1 - Foundation revenue development

8.1 Revenue sources to cover overhead costs

The AviAssist Foundation will realise its revenues from:

- Contracts with aviation authorities, -organisations or -industry for specific projects;
- Sponsoring by industry stakeholders such as airports, ANSP's, aviation insurance companies;
- Course & registration fees for safety (related) training provided by the Foundation;
- Membership fees - the Foundation aims to establish a low cost-low threshold membership service from 2015 onwards. That membership and its benefits will mainly be tailored to professionals and operators in the region. With attractive membership benefits flowing towards members, African professionals may be able to part with US\$ 50 per year for a visible and efficient commitment to safety by membership of the AviAssist Foundation. Membership benefits may include a subscription to the SafetyFocus magazine, reduced prices for aviation (books) as well as reduced prices for participation in Foundation events;
- Grants as voluntary contributions in support of the Foundation's mission;
- Remuneration for services related to preparation and management of safety projects and, as appropriate, by contributions of associated public or private entities. Such remuneration can be based on a non-profit percentage of 5-10% for a project management, coordination or supporting role of the Foundation. Fees for services can also come from actual deployment (working days) as part of the project or program implementation team;
- Other sources that may be identified.

8.2 Budget

From year 1 onwards (2015) the Foundation aims to grow its initial revenues of €115.000 by 15% per year to €231.000 (see graph 1). For the AviAssist Foundation, revenue is defined as the entire amount of income from the revenue sources mentioned in para 8.1. above before any deductions are made.

8.3 Personnel

At the start of the implementation of this strategy, the director is on a part-time contract 70% of Full Time Equivalent. Further expansion of the revenue base from the year five level will have to go hand in hand with the expansion of (part time) staff from 2016 onwards. From there onwards, any newly hired staff will also be responsible for raising further funds to realise the required revenue growth and program expansion. With staff and volunteers working from a home office environment, by far the majority of costs will continue to be related to salary payments and travel expenses. A first step towards growth and an encouragement for volunteers to continue their dedication to the Foundation may be paying tax free volunteer compensation ('vrijwilligers vergoedingen') to volunteers with the confines that Netherlands tax laws set.

8.4 Clients, fundraising and financial partners

New initiatives shall be identified for financial support to broaden the revenue base of the Foundation. This is even more important now that the contribution by the Netherlands Ministry of Infrastructure is reducing. The basis for this new approach to fundraising has been laid in the '*Jinja Paper*' (named after the place where it was initiated). Potential financial partners have been identified in the matrix that forms the basis of the '*Jinja Paper*'. The fundraising campaign for direct support to dedicated projects, and the work of the Foundation in general, will need to be intensified.

Ministries of Transport from across the globe and their aviation administrations will be regarded as a potential partners, as well as international organizations and industry.

The Foundation will seek to engage with industry in support of goodwill creation for market entry or expansion (e.g. airline network expansion or safety marketing).

Potential financiers of safety projects and programs further include financial institutions and organisations that are involved in technical cooperation programmes for transport (i.e. EASA, European Commission and its Delegations in Africa, European Investment Bank).

As a matter of principle, beneficiary States and organisations should also contribute resources to the safety projects to the extent possible, financially, in kind and by providing experts. Implementation of a project will have to be carried out in accordance with rules and procedures applicable to the eligible fund.

8.5 Reporting

The director will send a half yearly report to the Board, including a statement on major expenses

These reports will provide the board an overview of current and planned activities and may include proposals on priorities and improved organisational effectiveness for consideration by the board and may form a basis for further inquiries. Further reporting lines are laid down in the '*Administrative organisation*' document (in Dutch).

9. Communication

Transparency on its activities is important, both internally and externally. The AviAssist Foundation will continue its assertive promotion and dynamic marketing. It will use social media and press releases on noteworthy events as important means of communication.

The AviAssist Foundation will maintain a network with government policy makers, financial institutions and aviation managers, experts and staff to coordinate and exchange information on AviAssist activities and planning. The AviAssist website shall be updated regularly. The Foundation's SafetyFocus magazine shall provide information on the progress of the yearly AviAssist activities.

Approved by the Foundation's board at its 10th meeting, 23rd of May 2014 Amsterdam, the Netherlands