

# AVIASSIST

FOUNDATION



Independent | Non-Profit | Innovative

## Annual report 2022

[www.aviassist.org](http://www.aviassist.org)

Leading, building & supporting safety promotion for African aviation since 1995



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The AviAssist Foundation is very grateful to its volunteers, partners, customers and sponsors who make our mission possible, including:

- The Netherlands Ministry of Infrastructure & Water Management
- KLM Royal Dutch Airlines
- The Royal Schiphol Group
- Willis Towers and Watson
- ATR aircraft
- RwandAir
- The University of Rwanda
- Flight Safety Foundation
- Its Corporate & individual Friends
- And many others



2022 has been a year in which our partners, sponsors and volunteers have enabled the Foundation to recover and grow. We have continued growing the impact on the safety performance of the professionals and companies we have been serving over the last 28 years. It has been a year of careful recovery for our industry. The post-Corona pandemic traffic growth, that began in 2021, continued in 2022, even if the appearance of the omicron variant slowed it down. In addition to the travel bans imposed on African passengers, the traffic to/from the continents was affected by the low economic performance in the region and the

## "OUR PARTNERS ENABLE US TO ENLARGE OUR IMPACT, IN MANY WAYS

low vaccination rates. Traffic saw further pressures come up because of the war in Ukraine that led to rising costs of living across the globe. The virus affected global airlines' operations in January and February 2022, when traffic volumes were still low. Towards the end of 2022, the passenger statistics of various African airports started

to display a recovery of around 80% to pre-Corona pandemic levels. Airports around Africa are expecting to recover to pre-Corona pandemic levels by mid-2024.

Many operators are carrying loans or have taken on additional debt to support themselves. The airlines were operating with smaller staff numbers, partially because of their own decisions, partially because staff decided or felt forced to look for employment outside the aviation industry. Particularly professionals with significant transferrable skills such as IT experts had abundant opportunities in other industries.

Our industry was carefully starting to come to terms with the new lay of the land. It is still under a regime of belt-tightening. Training budgets still seem to be under severe pressure, particularly training abroad that of course brings along travel costs. Time out of the office is at a premium when team headcounts are reduced to skeletal levels. Many aviation professionals have seen changes in their roles during and after COVID. This seems to have brought along an increased number of cases of staff burnout and turnover. AviAssist responded to these challenges through tailored programs and by trying to ensure sufficient attention to the human side of all the stresses that the post-Corona recovery puts on aviation professionals, also in Africa.

We are proud of the continued support the Foundation can give to the safety commitment of African aviation professionals in this recovery period out of the Corona pandemic. Our loyal sponsors have put us in a position to offer several events in which we could waive even our modest course fees. AviAssist helps aviation organizations and companies create the right conditions for their staff so they can give their best commitment to safety each day, also in these still challenging times of recovery.

2022 saw the return of our classroom-based activities in the second half of the year. However, it seems that finance managers at some operators seem to have gotten used to the often much lower fees of online training. And ease of access to online training is certainly a big silver lining of the dark pandemic clouds. This may present a challenge for safety managers and human resource managers in Africa as they will want to ensure building the right attitudes for safe operations in their colleagues. Online training provides excellent opportunities for transfer of knowledge, the

basis of professional development on which the components of skills and attitudes further build a professional's competencies. However, it is to be seen whether online training can contribute enough to building and maintaining the right attitudes for safety promotion.

One of our main unique selling points is the fact that we deploy professional volunteers. We have a small army of professional volunteers that expect nothing else in return for their safety promotion services than an opportunity to serve safety with you, fuelled by a passion for safety. We are ready to play our unique role to play in the recovery of the African aviation sector.

Our online activities were also born out of the Corona pandemic. Our online Safety in African Aviation conference from 2020 and 2021 has evolved in the Focus Sessions. The Focus Sessions saw their second season in 2022. The dedication of the owners and the team at Studio Huyz to the highest standards, also when they don't get paid for it, is amazing. This means we don't produce webinars or podcasts but TV. We are very grateful to the team at Studio Huyz in Hilversum, the Netherlands for making our Focus Sessions possible. Their support has increased our impact in Africa with viewers from on average 11 countries across Africa in each episode we broadcast. It has also grown our reach into West Africa with viewers from Ghana, Nigeria and Mali belonging to regular viewers. Overall, we are partially reaching a different audience than we reach with our other programs.

2022 was also the year in which we started publishing our quarterly electronic newsletter. We distribute our newsletters through a paid application called Mailerlite. The Mailerlite tracking reports include open and click rates. These rates measure our subscribers' engagement with our subjects and content. Good open rates mean that our content resonates with our audience. A good email open rate is one that meets the average across industries—right around 17% - 28%. The AviAssist newsletter has an open rate of 50.3% on average which is quite impressive.

We are very grateful to our media partners. Our earned media involves several formal and informal media partnerships. Those media partners are not just service providers but strategic allies. Media partnerships often include link exchange. We maintain long-term relationships with them. We are very grateful for the partnership with Times Aerospace, World Airnews, AviaDev and GHI – Mark Allen Group. But also informal, almost quiet media partnerships with Wolfgang Thome and his Aviation,



Tom Kok  
Director





Travel & Conservation News in Uganda are very valuable to us. Our partnerships with all of them help us engage with our and their audience and promote our services and expertise through their channels.

2022 was also a year in which our partnership with the Flight Safety Foundation (FSF) grew. The General Assembly of the International Civil Aviation Organization ICAO presented a unique opportunity for both organizations to strengthen their impact in Africa. As part of the delegation of the FSF, AviAssist was able to ensure its close connection to the standards and plan of ICAO.

The Foundation started with its first professional research through the AviAssist Safety Promotion Centre (ASPC)-Rwanda. The research aims to improve the understanding and management of mental health issues for cabin and flight crew. It was coupled with several events for Africa, hosted in Kigali in September. September also saw the first trade show in which the Foundation participated. It provided a unique opportunity to build brand awareness and engage with our target audiences under the banner "Safety Promotion – Deliberately Different". We are very grateful to the support from Times Aerospace in helping realise our booth at Aviation Africa 2022.

I continue to be impressed also by our team at the AviAssist Safety Promotion Centre- Rwanda. Felicien moved from trainee to research assistant. He was joined by our new graduate trainee Alex Mugabo. Their dedication and perseverance to carry out their work without very little on site supervision in 2022 has been impressive. It shows that our Rwandan host the University of Rwanda produces well rounded students and graduates who possess academic knowledge and are keen to expand their interpersonal skills. The AviAssist Safety Promotion Centre-

Rwanda has enabled us to continue investing in African students and graduates who work by their side as interns in our offices at the College of Science and Technology of the University of Rwanda. Investing in the Next Generation Aviation Professionals.

To some extent, 2022 is also the end of an era. Since 2013, Marily Heyster has been involved in shaping and delivering our mission. Most of her years and time with us was spent as a dedicated supervolunteer with a carefully increasing financial reward. However, that never went beyond payment of one day per week while she spent between two and three days per week with us. For that, the Foundation is very grateful to Marily and her family, for enabling her to devote her brain and energy to further the cause of aviation safety in a continent that is so dear to her and her family. Personally, I am hugely missing her inspiration, her ability to put things into perspective and help me keep my eyes on the ball. She is not leaving us completely but has taken up a full-time position at the Netherlands Ministry of Infrastructure. We wish her all the best but do want to remind her that, to paraphrase the famous pop group the Eagles, "you can check out, but you can never leave".

2022 in which we made some steps towards a broader financial basis for AviAssist. Discussions started with two major aircraft manufacturers on securing their sponsoring of our programs. We managed to sustain our regular budget of around € 110.000. For this, we wholeheartedly thank our clients, sponsors and Corporate Friends who continue to support our work. We are looking at growing our annual budget in 2023 and are particularly keen to work on multiyear partnerships. Such long-term partnerships reduce the administrative burden for the partners as well as for the Foundation, creating financial stability at the same time. Such financial stability & predictability is crucial if we want to recruit new experts to the Foundation.

## SUSTAINABILITY & CORPORATE CITIZENSHIP

Sustainability with AviAssist has several dimensions. AviAssist offers safety promotion opportunities for African aviation professionals much closer to home, reducing carbon emissions and costs. Our aim, provide our customers access to knowledge and skills about the safety of sustainable aviation, both for airworthiness and flight safety risks.

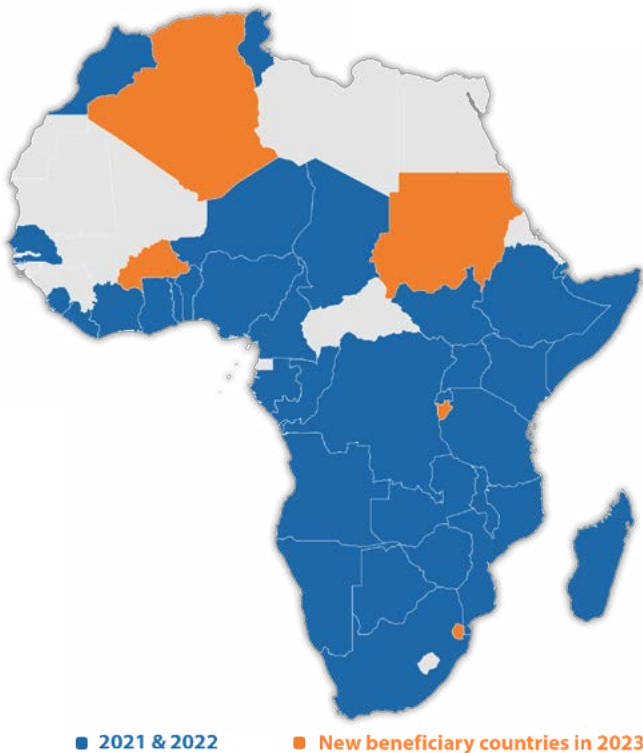
In addition, in our day -to-day activity, we work hard at offsetting our carbon footprint with for example the "Trees for All" project. We will be migrating our offsetting to Carbon Tanzania to not only reduce the impact of our travel but also support forest conservation in Tanzania and the indigenous communities that depend on them.

Sustainability for us is also about sustaining the reputation of aviation as Africa's safest mode of transport. AviAssist is keen to allow future generations to reap the benefits that aviation offers in a sustainable way. That is why we increasingly involve such future generations in our work so they can help us.

We also assist companies with their community involvement and good corporate citizenship which can in turn enhance employee morale, motivation, commitment and performance. When employees from our partners are provided volunteer opportunities, they receive the satisfaction that comes from seeing the changes. In addition, volunteering is a good way for employees to develop empathy and leadership skills.

## KEY FIGURES

### OUR FOOTPRINT IN AFRICA IN 2022



24 COUNTRIES IN EAST AND SOUTHERN AFRICA  
18 COUNTRIES IN WEST AND CENTRAL AFRICA



**Classroom  
events**  
4



**Events**  
2

### ONLINE REACH 2022

VS. 2021



**Twitter**  
1,260 FOLLOWERS

1,140



**LinkedIn**  
1,855 FOLLOWERS

1172



**Instagram**  
282 FOLLOWERS

250



**YouTube**  
13 NEW VIDEOS  
359 SUBSCRIBERS

8  
193



**Website**  
2,074 VISITORS FROM AFRICA

1570



**Online events**  
13 EVENTS  
2315 PARTICIPANTS FROM AFRICA

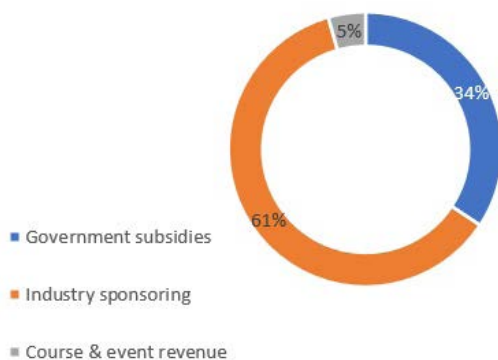
4  
795



**Email newsletters:**  
AVERAGE OPEN RATE:  
AVERAGE IN ALL INDUSTRIES

3  
50.3 %  
≈ 17-28%

### OUR INCOME



### OUR EXPENSES





## OUR VISION

### VISION

The future we want is one in which each African aviation professional and future professional is equipped to contribute to world-class safety performance of African aviation.

### MISSION

Our mission is to provide effective and affordable safety support to the African aviation industry and beyond.

### CORE VALUES

Our core values are expressed by the following keywords:

Independent, Passionate, Professional, Fair, Ambitious and Innovative

We launched in 1995 to bridge the gap between in company safety promotion and learning thousands of miles away from home, offering a unique learning experience for Africa's aviation professionals.

A truly unique brand, we carefully mould safety attitudes to make your operations safer and your oversight better, a unique model motivated by passion for safety not by financial reward.

Our events are designed based on international best practices, follow our internal procedures and are delivered in Africa by our professional volunteers.





## OUR STAKEHOLDERS

### OUR AUDIENCE

Our audience consists of African aviation professionals and future professionals who are keen to develop their safety knowledge and skills and become ambassadors for safety - we call them Safety Cheetahs. Our interaction with those professionals and future professionals, through our social media channels and the world only aviation safety talk show the Focus Sessions, is increasing and that is great to see.

Our audience comes from airports, air navigation service providers, aircraft maintenance companies, airlines and smaller scheduled and charter airline operators, ground handling companies and civil aviation authorities - among others.

Current and future aviation professionals from all corners of Africa have found their way to the Focus Session, our successful transition from our Safety in African Aviation conference before the Corona pandemic.

### OUR DONORS & SPONSORS

Our sponsors turned out to be true friends of safety excellence during the first Corona recovery year of 2022, for which AviAssist is particularly grateful. One of our most generous and consistent supporters is the Dutch Ministry of Infrastructure & Water Management. Its support is part of its continuous investment in the safety of operations of its Air Operator Certificate holders into Africa as part of its progressive and renowned State Safety Program.

### SOCIAL MEDIA

Every year we increase our impact and engage with more professionals. We send out our SafetyFocus magazine in hard and softcopy, improve our website with interesting news & articles and use our social media channels to increase our visibility. The number of visitors to our website has continued to grow since the launch of our new website in 2020. Our audience increasingly engages with AviAssist through

social media and on mobile devices. The number of Twitter followers grew to 1,260 in 2022 (2021: 1,140), and our LinkedIn network expanded considerably from 1,130 in 2021 to 1,855 people. Also our Facebook and Instagram audience has grown but more carefully. This is also due to the fact that our target audience seems to prefer LinkedIn and due to the fact that we have limited capacity to tailor our messages on more than two platforms.

The world's only aviation safety talk show is populating our YouTube channel with regular replays. We rely on our media partners to point professionals in the direction of the free training moments that the Focus Sessions represent. A continuing positive effect of our online format was that we once again welcomed more people from all over Africa than our physical conferences used to do and at about half the cost.

### OUR PARTNERS

Our partners are committed to their share of ownership of the global aviation safety record. They believe in the importance of enabling African professionals to access world-class and affordable safety promotion through the work of the Foundation. They are keen to develop a more extensive relationship with the Foundation while supporting their own marketing, PR, client engagement and corporate social responsibility objectives.

### OUR FRIENDS AND CORPORATE FRIENDS

Very carefully, we are growing a group of loyal friends. We surprised them with our approach during a course in which they participated. They associate with our safety conversation with Africa, with our tone of speech and work. These are individuals and companies that want to be involved in our work and support it. We offer them the option of becoming a Friend or Corporate Friend of AviAssist. Those Friends have a chance to develop a warm and constructive relationship with the Foundation in the service of aviation safety improvements in African aviation.



## OUR IMPACT



Alex Mugabo  
Trainee - Rwanda

Delighted to share the good experience with AviAssist Foundation, and hereby take this moment to encourage those In/enthusiastic with Operations in the Aviation Industry to **FOLLOW THEIR UPCOMING FOUR SESSIONS** (Live).



AIRPORT RESCUE &  
FIREFIGHTING

**11**  
**TRAINED PEER**  
**SUPPORTERS**

**FIRST**  
**PEER SUPPORT COURSE**  
**IN AFRICA**

**MENTAL**  
**HEALTH**



Felicien Izaturwanaho  
Research assistant  
Rwanda

Patrick D. about  
the **FOCUS**  
**SESSIONS:** *Hey,  
Tom, I love his!*



Annet Mbabazi  
Intern - Rwanda

**NGAP**  
Next Generation  
Aviation Professionals

**HUMAN FACTORS**

**ONLINE SAFETY INDUCTION TRAINING**



Uwera Shilla  
Intern - Rwanda

Massimo:  
By the way, very very  
lovely panel, straight to  
the point and amazing  
professionals in it. Thanks  
for **THIS MOMENT OF  
TRAINING.**



Tabby Gakuru  
Intern - Kenya

I really liked the **SHOWCASE OF AFRICAN  
TALENT** (especially, the female talent) that it was.  
I'm sure that this helps other African participants with  
networking, inspiration and confidence and I know  
that it **SERVES AS A GREAT ADVERTISEMENT FOR WHAT  
AFRICA CAN OFFER THE REST OF THE WORLD.**

**AFRICA'S  
FIRST AVIATION  
SAFETY EXHIBITION**

**ASAA**  
**AVIATION SAFETY**  
**ALLIANCE FOR**  
**AFRICA**



Talking about things  
that matter  
**MASHADI NTENGE**

**INCIDENT INVESTIGATION**



Flight safety remains at the heart of everything we do. To a certain extent it should be invisible in the sense that when all is working well the benefit is a safe aviation system with many millions of passengers every year across the African continent reaching their destinations safely and confidently. Commercial aviation boosts the economy, opens new markets, and provides access to essential services for millions of African citizens.

But this can also be our biggest challenge. In fulfilling the roles within the system as professionally as you do it is not always obvious where the system, the safety barriers, needs to be re-enforced. We remain one of the most regulated industries in the world. However, the evolution of the Safety Management System (SMS) recognizes this is not sufficient on its own to drive flight safety performance in all sectors and regions of the world. As a safety foundation our role, your role, is to keep flight safety at the forefront of our stakeholder's agendas. No matter the improvement in flight safety performance we must never let our guard down. This relies upon every aviation professional.

In this context, speed of change is a visible part of our daily life. In commercial aviation, technological disruptors such as sustainable aviation fuel, hybrid propulsion, automation evolution, and electric vertical take-off and landing (eVTOL), are emerging. These are exciting times but unfortunately merged with increasing political instability across many continents. A further observation is the volume of communication. In my own routine now, I am utilizing our company IT tools, and externally, WhatsApp, LinkedIn, YouTube. I also recently downloaded an AI application out of curiosity and a desire to learn (and keep up

!). Every platform provides an opportunity to improve how we operate, how we communicate, how we interact together. But we need to be heard.

As such one of the most important roles of our Foundation is reflected in our high-quality training courses and online Focus sessions. We provide knowledge and experience gathered over millions and millions of flights. Our teams of volunteers provide their expertise in human factors, maintenance, flight operations, dispatch, incident investigation and many other aspects of commercial aircraft operation. This knowledge and experience are at your disposal. I also believe we can progressively become a voice for all aviation professionals across the African continent to promote best practices, and share experience and learning. Speaking up is one of the pillars of SMS and a strong flight safety culture in every organization. There is no such thing as an accident. The contributing factors already exist.

I take this opportunity to thank our volunteers and staff. Your dedication is inspiring. There is no Foundation without your hard work and commitment to our objectives. I had the privilege to share of couple of days with the teams in Nairobi in March this year. The positive feedback from the course attendees demonstrated the value we bring to the community. From a Board perspective our objective must be to sustain this great work in the years to come, identify opportunities to expand, bringing the message to an ever-increasing audience and maximize the support for AviAssist staff and volunteers.

"No matter the improvement in flight safety performance we must never let our guard down. This relies upon every aviation professional."



*Christopher McGregor, Chair of the Board  
Handing an AviAssist course scholarship to Tabby Gakuru in Nairobi*





*Kees Oudendijk  
Treasurer to the Board*

At the time of drawing up these annual accounts, our industry is carefully recovering from the coronavirus pandemic. Despite the remaining challenges and financial pressures experienced by our customers, AviAssist and our partners were able to implement projects and continue doing what matters most: making sure that aviation professionals and future aviation professionals have access to reliable safety promotion, something that was more important than ever during the pandemic.

Our industry has been carefully starting to come to terms with the new lay of the land. It is still under a regime of 'belt tightening'. Training budgets still seem to be under severe pressure, particularly training abroad that of course brings along travel costs. And training is part of the package of services that the Foundation offers.

The first finance committee meeting took place in November. One of the decisions of the committee was to change the format of the Foundation's financial reporting. The grouping of the Foundation's income & expenditure streams was altered to provide more clarity about which revenue sources are more profitable than others.

2022 saw our revenue from courses carefully returning. From September onwards, we started with classroom courses in Rwanda and Kenya. Classroom courses require travel for our teams of experts so 2022 saw an increase in travel costs.

We used the recovery period to strengthen our AviAssist Safety Promotion Centre – Rwanda by adding a part-time position of research assistant. The summary figures are presented in the paragraph 'Key figures' of this report show that we have reduced our reliance on government funding. That was done by further diversification of sponsor deals. One of the biggest changes in the graph about expenses compared to last year is the higher costs of the ASPC-Rwanda. That is due to an expansion of junior experts and the investments in the first aviation safety exhibition there.

Sadly, we had to part ways with our online Payment Service Provider DPO Kenya. New international banking regulations meant that DPO can no longer process payments for customers in countries where they do not have a local bank processing the payments such as the Netherlands. The facilities of an online

Payment Service Provider enable us to receive mobile money payments. This is even more important now for two reasons. Firstly, we started offering online training courses from 2021 onwards. These courses have even lower course fees which means that avoiding high bank transfer costs for participants becomes even more logical to avoid a disproportionality between the course fee and the banking fees. The second reason for the importance of being able to offer online Payment Service Provider is that a carefully growing number of participants in our courses are individuals investing in their own professional development, not company sponsored individuals. Such individual professional are even more eager to use a payment option that is much easier and more affordable than bank transfers. We are in contact with a Payment Service Provider that may assist us in returning this facility to our webshop in 2023.

2022 in which we made some steps towards a broader financial basis for AviAssist. At Aviation Africa 2022, we signed an sponsorship agreement with aircraft manufacturer Boeing. It is Boeing's sponsoring that has enabled the Foundation to close the year with a positive result. In December, discussions started with another major aircraft manufacturer on securing their sponsoring of our programs. We are looking at growing our annual budget in 2023 and are particularly keen to work on multiyear partnerships. Such long-term partnerships reduce the administrative burden for the partners as well as for the Foundation, creating financial stability at the same time. Such financial stability & predictability is crucial if we want to recruit new experts to the Foundation to grow our unique role in safety promotion in African aviation.

Finally, we must mention that, in terms of risks, obtaining funding for our programs beyond the current year remains a high priority. We have managed to secure a number of long-term sponsorship deals. However, the major challenge is and will be prolonging or finding new long-term grants. Most of our fundraising activities will therefore aimed at achieving this. The challenge to secure more long-term sponsorship deals is partially the result of the fact that we now live in a 'VUCA world' A Volatile, Unpredictable, Complex and Ambiguous economic setting that makes companies reluctant to engage in a multi-year plan. At the same time we point out to prospective sponsors that a multi-year plan reduces the administrative burden, also for them.



## AviAssist Financial Report 2022

Balance sheet	2021		2022	
	Assets	Liabilities and owners equity	Assets	Liabilities and owners equity
<b>Current Assets</b>				
Bank accounts	€ 26,658		€ 9,138	
Accounts receivable	€ 1,389		€ 22,500	
Retained Earnings		€ 14,931		€ 10,876
Nett profit		€ -2,667		€ 15,781
Current Liabilities		€ 15,783		€ 4,981
	<u>€ 28,047</u>	<u>€ 28,047</u>	<u>€ 31,638</u>	<u>€ 31,638</u>

Income and cost statement	2021		2021	
	Expenses	Income	Expenses	Income
Contracts (government)		€ 41,307		€ 41,107
Sponsorships		€ 47,000		€ 73,456
Courses		€ 992		€ 5,266
Other		€ 3,004		€ 342
<b>Revenues</b>		<u>€ 92,303</u>		<u>€ 120,171</u>
Salaries and allowances	€ 61,201		€ 54,477	
Travel expenses	€ 188		€ 13,099	
Office Expenses	€ 5,101		€ 3,357	
Other costs			€ 1,408	
Quality Assurance and services	€ 9,159		€ 6,203	
ASPC Rwanda	€ 6,262		€ 13,801	
Courses and publishing	€ 13,059		€ 12,044	
<b>Total cost</b>	<u>€ 94,970</u>		<u>€ 104,390</u>	
Nett result	€ -2,667		€ 15,781	
	<u>€ 92,303</u>	<u>€ 92,303</u>	<u>€ 120,171</u>	<u>€ 120,171</u>

For approval of the 2022 annual accounts, signed by the Board, May 23, 2023,



Kees Oudendijk, Treasurer to the board



Christopher McGregor, chair of the board



## ORGANISATION & STAFF

One of the goals of the AviAssist Safety Promotion Centres is to develop research capabilities in Africa and connect research with policy makers and safety professionals in order to come to better informed decisions.

AviAssist maintained its signature small overhead structure. It is one of the unique selling points of the Foundation that enables us to do so much with such limited means.

We have one member of staff on the payroll for four days per week, our director. Mid 2022, we had to say farewell to our senior program Marily Heyster whose services we bought in for one day per week for the last 4 years of her 9 years of service to the Foundation. The other 9 years, Marily worked as a volunteer. Our trainee and our research assistant at the AviAssist Safety Promotion Centre - Rwanda receive monthly trainee allowances to reflect their work and learning curve.

The rest of our staff are volunteers. They are the lifeblood of the Foundation. Their resources are worth tens of thousands of Euros in conserved personnel costs, when properly engaged.

In 2022, we saw an increase in interest from prospective professional volunteers from Africa. We call them professional volunteers since they are all experts who either work in their domain of deployment or have retired from their domain of deployment in the past three years. In other words, we do not work with amateurs. AviAssist was benefitting from close to 60 professional volunteers across 15 different countries and professional domains in 2022.

Staffing decisions are among the most important decisions that the Foundation makes. Most of our staff may be volunteers but that makes it perhaps even more important to address this issue professionally. The development of a human resource policy has started. It is expected to be adopted by the board of the Foundation in the first half of 2022.

2022 was still a challenging year for AviAssist also in view of keeping the passion for their work for AviAssist alive with our professional volunteers. The careful relaxation of Covid-19 measures still had a significant impact on the type of work we ask our volunteers to do. Part of keeping our professional volunteers connected to our mission was an online volunteer meeting that was held.

Diversity is a top hiring priority for AviAssist when recruiting its staff and volunteers. After all, homogeneity breeds conformity and mediocrity. That is why we take positive action to get to inclusive recruitment of our staff and volunteers, particularly in relation to gender and race.

We recruited a sales intern from the University of Rwanda. Uwera Shilla assisted us with the delivery of our trade show activities at the Kigali Convention Centre in September. She was part of our positive action recruitment.

The Foundation is very carefully expanding its e-learning portfolio. That is quite tricky because the knowledge and skills required for instructors that develop and deliver e-learning are different from the skills of instructor that conduct these tasks for classroom-based courses. Our second e-learning course is an Aeronautical Knowledge for Safety course, initially geared at the ground handling industry. The course runs on our Easygenerator platform which we started using in 2021 to support our e-learning portfolio.

### Remuneration

The annual gross remuneration of the Director (Tom Kok € 43.044) and other staff stays well below the remuneration scheme for directors set out in the Code for Good Governance of the Dutch Trade Organization for Philanthropy SBF.

### Board

In 2022, the seven-member Board consisted of: Christopher McGregor (chairman), Kees Oudendijk (treasurer), Frank van de Laar (member), Kjell Kloosterziel (member), Hellen Ndichu (member) and Auke Dros (member). Christopher took over the gauntlet of chairman from Ron. Harriet Angetile from the Zambia Airports Corporation Ltd. joined the board in 2022 as a member. With Harriet's appointment, the board works towards implementation of its policy to increase the number of African representatives in the board as well as the number of females in the board.

"Diversity is a top hiring priority for AviAssist when recruiting its staff and volunteers. After all, homogeneity breeds conformity and mediocrity"





## OUR APPROACH



### Safety promotion, Deliberately different.

We provide impartial expert safety guidance and resources to Africa's aviation industry. We do that through classroom-based and online training courses, social media and Africa's only dedicated safety promotion magazine - SafetyFocus. On top of that, our Focus Sessions provide unique moments of learning for (future) professionals from 54 African countries.

The list of our supporters and clients, many of them well established brands in the industry, is testimony to the worldwide respect that the Foundation has earned for its safety promotion and its effectiveness in bridging cultural and political differences.

Our track record since 1995 has equipped the AviAssist Foundation with intricate knowledge of African aviation issues. It also means our courses and events make a good connection to the educational background of your learners. The course designs follow international standards as laid out by the International Civil Aviation Organization ICAO, leading regulators from across the world and leading associations such as the International Air Transport Association IATA and the Airports Council International ACI.

#### ICAO STANDARDS ARE OUR STANDARDS

Our practising volunteer facilitators, instructors and experts come from organisations and companies that are supervised by European aviation safety oversight bodies. The letters of credentials of our volunteers means you can verify their pedigree and experience. The fact that our experts are volunteers means they are only motivated by their dedication to safety promotion and not by financial gain.

AviAssist is known for its high-quality & rigorous courses that

work towards attitude changes and inspire a 'can-do' attitude in learners for their role in maturing an organisation's safety culture. Our impact is that we bring courses and events for which there are currently no affordable alternatives in the countries or sub-regions where the events are held. The Foundation's high quality, cost-effective and crucial safety courses address curricula that are topical and often required under national regulations.

We don't come to your organisation or company to conduct an audit. But during their deployment, our professional volunteer experts get a good insight into your operations and procedures. Our independence means we can provide you with an impartial review of your operations and suggestions for improvements. We energise your staff to play their part in safety promotion in your organisation through our events and programs.

As we are a non-profit organisation and not a commercial consultancy firm, we have no interest in providing advice that will lead to follow up work for financial reward.

Learning happens in various styles and stages. At the Foundation, we go well beyond knowledge transfer in a course. Our after-course support helps build the understanding, application and attitude changes that are required to move from knowledge transfer to cultural changes in the organisations in which they work. One way in which we do this is by providing all learners with a free subscription to Africa's only aviation safety promotion magazine - the SafetyFocus magazine. The magazine helps them create a reference framework for their daily responsibilities and the broader safety issues in our industry.

We continue to invest in future aviation professionals with our intern and trainee program at our first AviAssist Safety Promotion Centre (ASPC), the ASPC-Rwanda and in other places around Africa.

## LOOKING AHEAD

The demands and opportunities in 2023 will continue to be influenced by the recovery from the Corona pandemic. The commitment to training that focusses on changing attitudes for safety needs to recover as operating revenue grows and financial reserves increase.

We will continue with strengthening our own organisation. The corporate quality manual, that was drafted in 2022, will need finetuning and implementation. We will be strengthening the oversight by the board on our courses and the experts teaching them.

We will also strengthen our marketing and sales activities. This will take the form of a regular digital marketing intern program. We will set up a sales program to boost our sales, help us recover the costs of our training events and in that way be able to grow our programs and our impact on safety improvements. Currently, all our training events require a financial top-up from sponsor funds.

We aim to make good our intentions from 2022 to launch a world-class online training on Safety Management Systems. We also want to roll out the Aeronautical Knowledge for Safety training to a much wider audience. It is a typical example of a great product but with too little awareness of its existence. Our online training is a combination of on-demand videos, homework and livesessions with instructors and fellow learners.

We will continue broadcasting an episode of the world's only online aviation safety TV show, the Focus Sessions, once every two months. The Focus Sessions inform, inspire and entertain African aviation safety. In each session, we'll receive guests in the studio to provide you with insider views in the exciting world of safety and its professionals. We intend to increase our co-operation with the Aviation Safety Alliance for Africa in the production of the Focus Sessions. We are also looking at giving attention to sustainability in aviation safety in one of the Focus Sessions.

One of the bigger challenges in 2023 will be the replacement of our senior program manager Marily Heyster. After 10 years of loyal service, largely as a volunteer, Marily's dedication, expertise and experience will be hard to replace. But we need a senior program manager to help us strengthen our organization and our mandate so we can continue to increase our impact.

We intend to extend our Memorandum of Understanding with the University of Rwanda (UR). The UR is the host of Africa's first aviation safety promotion centre, the AviAssist Safety Promotion Centre (ASPC)-Rwanda. With the ASPC-Rwanda we will be able to grow our voice in Africa and at the same time support the start of an aeronautical engineering degree that the UR is developing.

Staying in Rwanda, the term of our second trainee will come to an end in August 2023. We intend to transition to the appointment of a centre coordinator now that the ASPC-Rwanda is carefully becoming a more established institution. We will continue to offer intern opportunities to students in Rwanda who will work next to the coordinator. We aim to help get advanced students and graduates ready for a position in Africa's aviation industry with that program.

We will open up our first exhibition experience at the ASPC-Rwanda and start actively inviting interested pupils, students and professionals to come and visit. The aim is to switch on their curiosity and discover the (sometimes hidden) world of safety. The current exhibition tells the stories of the defences that our industry has put in place in an effort to stop incidents and accidents from happening and that aviation the safest form of transport, also in Africa.

We will organise one virtual volunteer and one in person volunteer meeting. They are an excellent medium to keep our professional volunteers and prospective professional volunteers up to date and harvest their ideas and input as we continue to grow our impact. We aim to get to more inclusive recruitment of particularly our volunteers. That will particularly focus on woman aviators and African aviators. The inclusivity will also cover the Next Generation Aviation Professionals.

We still have to make good on our intention to seek two high profile ambassadors to assist us in strengthening our safety promotion voice on social media and assist in our marketing and fundraising efforts. On the fundraising effort, we want to sign up at least 5 more Corporate Friends and set up one annual fundraising event in the Netherlands, possibly in the form of a fundraising dinner with (silent) auction.

Our ambition for 2023 is to continue creating **GREAT MOMENTS** at work for our target audience and our staff and volunteers, in the pursuit of aviation safety excellence.





# A YEAR IN PICTURES - SOME HIGHLIGHTS



The AviAssist Foundation would like to give special recognition to our partners & friends. We value their partnership, custom and support as part of our commitment to safety promotion in Africa. Without their continued commitment to safety promotion in Africa, the Foundation's mission of inspiring and promoting professionalism in African aviation safety would simply not be possible.

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Ministry of Infrastructure & the Environment  
The Netherlands



OUT

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