

# OPERATOR CHALLENGES

## Humanitarian Air Operations





# A BRIEF BACKGROUND OF ALS

- ALS is an aircraft leasing company based in Nairobi, Kenya
- It started its operations in 1986 with a **Cessna 150**
- Operate a fleet of **20 aircraft**
- Work extensively with Humanitarian Aid organizations such as WFP, ICRC, and Oil Companies
- Primarily provide aircraft on **ACMI** lease



- ALS is a **UN approved** operator & supports humanitarian and relief organizations and has passed the audit requirements for WFP, ICRC, MSF, UNPD, etc.
- ALS has also passed the audits of International **Oil and mining companies** such as Woodside Energy, Tullow Oil, Africa Oil, Total, White Nile, Barrick etc.
- ALS also attained **IOSA certification** from 2010 to 2016. 1st ACMI operator in Africa to do so.



## ACMI Service providers



## VIP Aircraft Charters



## Aircraft Maintenance



## Contract Flying



## Helicopter flying



## Limited schedule flights



# OUR GROUP – Associated Companies

- **Safarilink Aviation**
- **Heli Services**
- **Scenic Air Safaris**



# CHALLENGES IN HUMANITARIAN OPERATIONS



## 1. Operational and Environmental Challenges

## 2. Contractual Challenges



# 1. OPERATIONAL AND ENVIRONMENTAL CHALLENGES

- i. Inadequate ATC Service**
- ii. Logistics of Supporting Operations in Remote and Difficult Areas**
- iii. Safety and Security issues**
- iv. Poor airstrips**
- v. Maintenance Challenges**
- vi. Crew Hardship**





## 2. CONTRACTUAL CHALLENGES

- i. Award of Contracts**
- ii. Flight Crew Experience**
- iii. Operator Evaluation**
- iv. Aircraft Maintenance days**
- v. Termination/Duration of Contracts**







# **(i) AWARD OF CONTRACTS**

## **(a) WFP CRITERIA**

- **What is the WFP criteria for award of contracts?**
- **Lack of consideration for operator's commitment on investment to meet safety standards e.g training, infrastructure etc. What value does this bring to an operator?**
- **Is operator performance reliability a criteria during evaluation? CATO's input should be considered in selection of operator.**
- **Bid prices appear to be the primary determining factor. This encourages a "price war" and enables unfair competition among service providers.**

# (i) AWARD OF CONTRACTS

## (b) TRANSPARENCY



- Inconsistent feedback to operators on any shortcoming in RFO submissions for further improvement
- Publish contract award rates on the website for transparency
- Bids opening and closing periods to allow operators to participate in Offers.



# **(ii) FLIGHT CREW EXPERIENCE**

## **EXPERIENCE VS COMPETENCE**

- **Prescriptive stipulation of minimum hour requirements**
- **Flight Hours Vs Crew Competency. No statistics to demonstrate that experience requirements improve safety**
- **Quality of Training, Knowledge & Practical Experience**



# **(ii) FLIGHT CREW EXPERIENCE**

## **EXPERIENCE VS COMPETENCE con'td...**

- **No clear standard on crew training requirement such as O&G contracts.**
- **WFP prefers flight crew to be trained on simulator's with no added value afforded to operators when considering crew competence**
- **Crew shortage - Movement of crew to competitors, airlines etc including limited availability for operations in remote and insecure locations.**



# REDUCTION TABLE

- Application of the Reduction Table  
 Example – CRJ-200 vs ERJ-145 (similar types) should be 60%
- Reduction vs Dispensation

100%	Same type rating	Manufacturer	Nav. Equipment	Weight	Performance	Propulsion	Systems	Handling
80%		Manufacturer	Nav. Equipment	Weight	Performance	Propulsion	Systems	Handling
60%			Nav. Equipment	Weight	Performance	Propulsion	Systems	Handling
40%					Performance	Propulsion	Systems	Handling
30%						Propulsion	Systems	Handling
20%							Systems	Handling
10%								Handling
0%								



## **(iii) OPERATOR EVALUATION**

- **Perception that Operators from countries with ICAO Significant Safety Concerns are not considered on a uniform platform despite being assessed by WFP Safety Unit for compliance.**
- **ASU Evaluation process has helped ALS in changing the culture thus placing us in good standing allowing us to pursue other business opportunities; i.e. IOSA, Oil & Gas, etc.**

## (iv) AIRCRAFT MAINTENANCE DAYS

- **There is an apparent conflict in the maintenance clauses in the contract documents. On one hand, the Carrier is allowed 5 days a calendar month for NMR's which covers AOG's, and on the other hand the Charterer requires an operator to provide a replacement aircraft in the event of an AOG within 72 hours.**







# **(v) DURATION/TERMINATION OF CONTRACT**

- **Longer term contracts required for sustainability**
- **2 week termination notice (“2 week contracts!!”) – this creates logistical challenges with our local arrangements in our areas of operation as the notice period provided is not in sync with what the local suppliers of services demand. For instance, landlords would require a minimum of a month’s notice to vacate.**
- **Additionally, we as operators also face challenges with financial institutions/investors by virtue of the 2 weeks termination clause as it renders business plans and financial proposals non-viable.**



# ALS