



Industry contribution to Aviation Safety Improvement: RwandAir IOSA process and IATA support

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- RwandAir started to operate as RwandAir Express in 2002 under pure wet lease operations with a Dash-8 Q200 and a MD 82, the latter being later replaced by a Boeing 737-500
- In 2008, RwandAir Express started operating a CRJ100 under wet lease
- In December 2009, RwandAir Express purchased two used Bombardier CRJ200. This was the start of building internal operational capacity in terms of Flight Operations, Maintenance and other operational/safety related areas. It was also a start of ownership of Safety and Security outcomes in all operations. That year, the airline was rebranded as RwandAir
- Aviation Industry was at its infancy stage in Rwanda hence facing challenges in terms of human capacity, equipment, resources including management skills
- In 2010, the Airline continued to expand with more Fleet additions; two Boeing 737-500 under dry lease
- The airline was, from the onset, committed to upholding the highest safety standards as safety comes first; and to leverage high safety standards and excellent service commercially to fend off competition



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- While the airline was introducing two acquired new Boeing 737-800 in 2011 and two Bombardier CRJ900 in 2012, the management took the decision to undergo IOSA certification as the wet lease model was definitely over
- Internal IOSA preparation started mid 2012 by soliciting training and advisory services from AFRAA, IATA and consulting firms
- In 2013, RwandAir was privileged to be selected by IATA alongside other airlines to undergo the “**IOSA Implementation Training Program**”, which was implemented in 3 hands-on workshops.
- ***The workshops offered by IATA were based on the identification of IOSA gaps, leading to a concrete action plan to be implemented by RwandAir’s IOSA Task Force, with clear accountabilities, timelines, measurements of progress, and deliverables***



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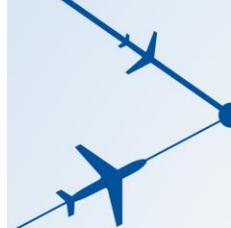
- 1st workshop: RwandAir received a full training on IOSA requirements and all related information about IOSA standards. It is during this phase where the Airline established the baseline
- 2nd workshop: this one was based on the following phases of developing an action plan, implementing the action plan, conducting our own gap analysis, assessing progress and measuring results
- 3rd workshop: was aimed at verifying the understanding of the IOSA task Force members. We underwent a mock audit from IATA which consisted of evaluation of the ISARPs interpretation
- The closing up of the findings from the Mock Audit constituted the practical preparation for IOSA in a training environment with the benefit of guidance from IATA knowledgeable and experienced Auditors
 - Upon completion of the IATA training Program, RwandAir accumulated more confidence in the approach for IOSA certification having gained knowledge and skills in the preparation for the Audit in a very short period of time
 - To date, RwandAir is ready to undergo IOSA which is slated from June 09th to June 13th 2014



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Notable lessons from RwandAir experience

- Management commitment to achieve compliance and best practices
- Management commitment to support and provide required resources to accomplish the IOSA project
- Committed IOSA project team selection
- Creative training programs by IATA for improving Aviation safety for AFI; IATA's contribution to IOSA preparation was a game changer as a young and hitherto inexperienced team morphed into a performing and well prepared team ready to undergo the audit and to improve operational standards
- Invaluable support and commitment in improving Aviation safety by IATA and AFRAA
- The need for Airlines to exchange and share the experience of achieving IOSA



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Thank you



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