

Business Continuity In Times of Disaster

An ALS Perspective

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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 29 aircrafts
- Works extensively with Humanitarian Aid, & Peacekeeping organizations such as WFP, ICRC, UNDPKO as well as Oil Companies and Airlines
- Primarily provides aircraft on ACMI lease



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ALS Certification

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



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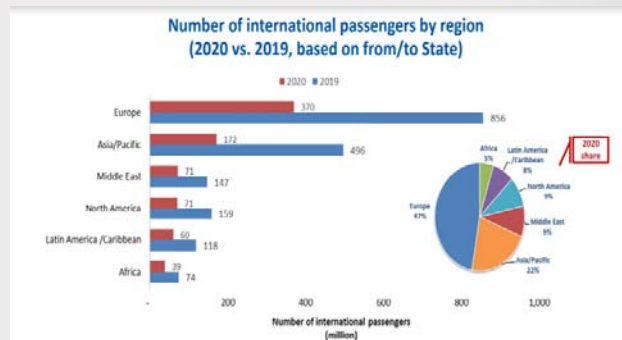
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Business Continuity in times of a disaster - Introduction

- Financial impact of COVID-19 in the aviation industry.
- Analysis of the global air transport industry statistics.

The Effect of Covid-19 pandemic in different sections of the airline industry as well as the global economy:

- Air Passenger traffic:
- Airports:
- Airlines:
- Tourism:
- Trade:
- Global Economy:



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Business Continuity in times of crisis - Introduction

How does the aviation industry enhance business continuity in times of a disaster?

- Business continuity planning establishes risk management processes and procedures that aim to prevent interruptions to mission-critical services, and re-establish full functionality to the organization as quickly and smoothly as possible.
- Covid-19 was an unexpected pandemic that brought the airline industry to a stand still. The impact of the disaster was hardly envisioned as it brought out the reality of myriad of possible disasters that the industry may encounter.



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How we coped

The Afghanistan humanitarian crisis

- Recounting events
- Disaster Management & planning
- Risk Assessments & Risk Mitigation
- Business Continuity Measures
 - Crew & Aircraft Safety
 - Insurance Coverage
 - Back-up capacity & contingency planning including ERPs
 - Corporate wellness policies
 - Damage assessment & recovery efforts



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Recounting events as they unfolded in Afghanistan

- 13 August – Early warning notice issued by Hull War market leader for cancellation of cover.
- Options considered- movement of aircrafts to the Northern ramp of HKIA under US & TU Mil Control, relocations of assets to Islamabad/Dushanbe.
- 18 August – Dash 8 was vandalized at HKIA.
- 19 August – futile attempts to get crews to the secure US Mil zone at Kabul airport.
- 21 August – global standby arrangement activated by WFP requiring ALS to position an ERJ 145 to Islamabad.



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Recounting events as they unfolded in Afghanistan

- 22 August – aircraft access gained, damage assessed, ferry flight operated to Islamabad.
- 24 August – the ERJ 145 was airborne towards Islamabad having secured the enroute permits.
- 25 August – by close of business, the war risk coverage terms were complete. Terms valid upto 31 August (date of US troop withdrawal) due to drastically changing situation on ground.



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Recounting events as they unfolded in Afghanistan

- 26 August – flights to Kabul suspended with immediate effect.
- 29 August – ERJ 145 arrived in Islamabad due to delays in obtaining diplomatic clearances in Pakistan. UNHAS considering the possibility of re-starting flights to Kabul from 1 September.
- 1 September – insurance brokers only considering operational coverage from ISB to Kandahar & Mazar.
- 4 September – Qataris already in Kabul airport effecting necessary repair works in anticipation to open for business.....
- 6 September – WFP aviation team conducted an onsite visit to Kabul Airport



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Recounting events as they unfolded in Afghanistan

- 6 September – our brokers provided comprehensive coverage terms for flights to Kandahar, Mazar & Herat.
- 8 September - WFP received clearances to operate into Kabul International airport with the Risk Assessment classified as **Medium Risk**.
- 9 September - Kabul airport reopened, Qatari air traffic controllers providing ATC services at KBL Airport on behalf of the Afghanistan ATC.
- 13 September - full market agreement obtained to include flights from Islamabad to Kabul.



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Rising Above

The Story of the Eagle, overcoming Challenges



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Disaster Management & Planning

- strong evidence to suggest that the frequency and effects of disasters will increase (Whybark, 2007). The last few years have seen a considerable augmentation in the number, scope and complexity of disasters.
- planning is the standard of preparedness.
- Every emergency has its own signature, but with enough similarity between them, that makes it easier to make predictions.
- The three levels of disaster management are:
 - Disaster Prevention
 - Disaster Mitigation
 - Disaster Preparedness



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Teamwork

The key to our success



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The SITREP

Where to start



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Initial state of the vandalized Dash 8



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Recovery and Challenges

Execution of a bold plan



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Post Recovery

A plan that worked

144 man hours
4 man lean team on the ground
3 days return to service
\$300,000.00 in parts



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Post recovery following damage repair



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Post recovery following damage repair



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Post recovery following damage repair



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Post recovery following damage repair



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Post recovery following damage repair



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Post recovery following damage repair



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Risk Assessment



- Risk - the assessed potential for adverse consequences resulting from a hazard.
- Risk assessment - does not represent an end in itself.
- A hazard risk assessment looks at a safety concern in terms of its risk by determining:
 - How severe the risk is
 - The likelihood of the occurrence; and
 - How quickly corrective actions or preventive actions (CPAs) need to be implemented.
- Hazard Classification - half-way to Risk Assessment

Severity \ Likelihood	No Safety Effect	Minor	Major	Hazardous	Catastrophic
Frequent	Low Risk	Medium Risk	High Risk	High Risk	High Risk
Probable	Low Risk	Medium Risk	High Risk	High Risk	High Risk
Remote	Low Risk	Low Risk	Medium Risk	High Risk	High Risk
Extremely Remote	Low Risk	Low Risk	Low Risk	Medium Risk	High Risk
Extremely Improbable	Low Risk	Low Risk	Low Risk	Low Risk	Medium Risk

High Risk
Medium Risk
Low Risk

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Risk Classification & Mitigation

- Effectiveness of an organisation's risk management process determined through hazard identification which provides the input for the other two risk management components, notably the Risk Assessment and Risk Mitigation
- Risk classification matrix** supports the two-dimensional judgement of risk probability and risk severity.
- Once the risk Probability and risk Severity values have been determined, they will (together) constitute the "Risk Index" for that hazard.

Risk Probability		Risk Severity							
		Catastrophic A	Hazardous B	Major C	Minor D	Negligible E			
Frequent 5		5A	5B	5C	5D	5E			
Occasional 4		4A	4B	4C	4D	4E			
Remote 3		3A	3B	3C	3D	3E			
Improbable 2		2A	2B	2C	2D	2E			
Extremely improbable 1		1A	1B	1C	1D	1E			

	Assessed risk index	Criteria	Recommended action
5A, 5B, 5C, 4A, 4B, 3A	High risk	Unacceptable under the existing circumstances	Cease or cut back operation promptly if necessary. Perform priority risk mitigation to ensure that additional or enhanced preventive controls are put in place to bring down the risk index to moderate or low range.
5D, 5E, 4C, 4D, 4E, 3B, 3C, 3D, 2A, 2B, 2C, 1A	Moderate risk	Acceptable based on risk mitigation. It may require management decision	Schedule performance of a safety assessment to bring down the risk index to the low range if viable
3E, 2D, 2E, 1B, 1C, 1D, 1E	Low risk	Acceptable	Acceptable as is. No further risk mitigation required.

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Security & Safety Risk Analysis - Afghanistan

Terms of reference

- Identification of Threats and Vulnerability for operations in Kabul (OAKB).
- Identification of controls available to mitigate the identified Risks.
- Acceptable measures in place to ensure the safety of crew, passengers and the assets.



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Background – overall security situation in AFG

- The Taliban as of 15 August controls the country's 407 districts.
- In August 2021, the city and airfield were overrun by the Taliban.
- Other Key Judgements



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Key Risks – risk specifics



- ✓ Ground to air attack using existing heavy machine guns (HMG) or anti-aircraft (AA) weapons by Armed Groups.
- ✓ Stand-off attack or Indirect Fire (IDF) attacks, such as Rockets and or Mortars against the Airport.
- ✓ VBIED/BBIED/Suicide/ Direct Complex attack against the Airport during UNHAS operations.
- ✓ Small Arms Fire (SAF) targeting UNHAS aircraft during landing, parking and taking-off.
- ✓ People breaching the perimeter and moving into aircraft movement areas causing runway incursions.
- ✓ People inside the airport who attempt to hijack the aircraft or stow away.
- ✓ Midair collision in airspace and CFIT due to poor/non-existent ATC

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Risk Mitigation

- UNHAS to share the latest information on the security situation at HKIA before flights.
- UNHAS AVSEC will brief the crew on the security situation at the airport on the actual day of the flight.
- Aircraft to be in close coordination with flight following (amigo base or Afghan ATC).
- Taliban are securing the airport perimeter and airport movement areas.
- WFP is traditionally not a target.
- PPE to be carried in the aircraft for the crew.
- The flight is tracked by satellite tracking and route can be followed from Kabul.
- Operators' special arrival and departure procedures to avoid known threat areas and reduce risk when landing or taking off.
- There are fire extinguishers available at the Airport.

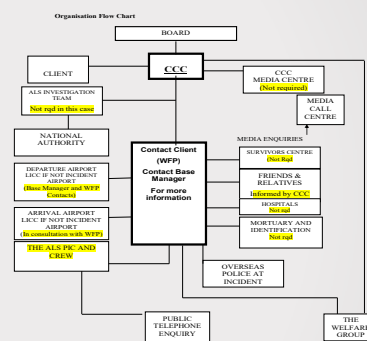


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Emergency Response Plan

- ALS management in constant contact with crew.
- Crew were secure in the ICON accommodation under US military control (bunkers available).
- Crew were in good health having access to necessities.



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Adverse Impact of the Afghanistan crisis

Crew Emotional Health & Mental distress:

- ✓ Trauma experienced during the ensuing crisis
- ✓ Inability to access the airport and aircraft.
- ✓ ALS has an employee wellness programme and offered counselling sessions to affected crews.

Employee Wellness Programme

The screenshot shows a web browser window displaying the ALS Employee Wellness Programme. The URL is https://hrm.als.co.uk/employee_tracking/wellnessrecord. The form is titled "Employee Tracking" and is for "Wale Ahmed Khan - 15 Oct 2020". It includes fields for "Current work status" (On Duty Office), "Assignment area" (3rd Floor), and "Do you foresee the above status changing today?" (NO). There is a "Note regarding the information requested below" section with three bullet points. Below this is a "Select symptoms you have today:" section with a dropdown menu showing "NONE". There is also a field for "Enter any unlisted symptoms (comma separated):" with the value "N/A". A "Any additional information:" text area is present. At the bottom, there is a "Current country:" dropdown menu showing "Afghanistan". A "Save" button is at the bottom right of the form.

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