



**COMMUNIQUE OF THE 17TH AVIATION & ALLIED BUSINESS LEADERSHIP
CONFERENCE HELD AT THE HYATT REGENCY HOTEL - KILIMANJARO, DAR ES
SALAAM, TANZANIA, AUGUST 28-30, 2011**



High level Delegates at the 17th Aviation & Allied Business Leadership Conference

CONFERENCE OBJECTIVE

The annual Aviation & Allied Business Leadership Conference organized by the Aviation & Allied Business Journal has evolved over the last 17 years as a major platform where public and private aviation industry partners synthesize innovative ideas with the aim of driving improvement of processes, structures and systems in the aviation industry in Africa, and helping to fast-track economic development on the continent. The Conference seeks to enhance sustained interfaces in all segments of the air transport industry in Africa, and among experts, leaders and decision-makers in government and the private sectors in the aviation industry with the objective of catalyzing and harmonizing continual action for air transport development in Africa.

17TH AVIATION & ALLIED BUSINESS LEADERSHIP CONFERENCE

The 17th Aviation & Allied Business Leadership Conference, which held at the Hyatt Regency Hotel - Kilimanjaro in Dar es Salaam, Tanzania, August 28-30, 2011, provided the forum where African governments, air transport industry experts, leaders and international partners reviewed the Yamoussoukro Decision (YD) and opening up of markets in Africa for the benefit of African airlines and economy. They also x-rayed Africa's air transport leadership as a crucial driver of aviation safety, security, capacity building and policy transformation as well as overall industry growth. The theme of the Conference was Air Transport In Africa: Strengthening Leadership, Sustaining Growth. The Conference sought to re-awaken the consciousness among Africa's air transport leadership on the need to break down barriers to regional integration through increased liberalization to African airlines, enhanced safety and security. The Conference also sought to promote collaborative air transport growth and development efforts among African regions, and between Africa and its global partners to accelerate the pace of development in Africa's air transport industry.

CONFERENCE OPENING

The 17th (2011) Aviation & Allied Business Leadership Conference started with a Welcome Cocktail in the evening of August 28, which was sponsored by Precision Air. The Publisher of the Aviation & Allied Business Journal, Capt. Edward Boyo, welcomed delegates to the Conference at the Conference Opening Ceremony on August 29. Goodwill messages were delivered by the Vice President, Africa, International Air Transport Association (IATA), Mr. Mike Higgins; the President of African Civil Aviation Commission (AFCAC), Mr. Ceubah Guelpina; the Secretary General of African Airlines Association (AFRAA), Dr. Elijah Chingosho; the Assistant Secretary for Aviation and International Affairs, the US Department of Transport, Ms. Susan Kurland, as well as the Assistant Administrator for Policy and International Affairs, the US Federal Aviation Administration (FAA). Keynote presentations were also made by the Deputy Minister of Transport, Republic of Ghana, Hon. Dzifa Attivor; Minister of Transport & Communications, Republic of Botswana, Hon. Frank Ramsden; Minister of



L-R: Hon. Simon Ogari; Hon. Dzifa Attivor; Hon. Frank Ramsden; Hon. Omari Nundu; His Excellency Jakaya Kikwete, President, United Republic of Tanzania; Capt. Edward Boyo; Mr. Erkki Nghimtina; Dr. Stephen Chebrot, and Dr. Harold Demuren at the Opening of the conference

Works, Transport and Communication, Republic of Namibia, Hon. Erkki Nghimtina, as well as Minister of Aviation, Federal Republic of Nigeria, Princess Stella Ada Odua, and Minister of Transport, United Republic of Tanzania, Hon. Omari Nundu. The Special Guest of Honour at the Conference was His Excellency Jakaya Mrisho Kikwete, President of the United Republic of Tanzania, who formally declared the conference open.

ATTENDANCE

The 17th Aviation & Allied Business Leadership Conference was well-attended by delegates from the public and private sectors of the aviation industry within and outside Africa. The Conference was attended by top-level African and United States government officials, representatives of international and multilateral organizations, chief executives and senior officials of airlines, civil aviation authorities, airports, aircraft and engine manufacturers, air navigation service providers, information technology, insurance and other support service providers, as well as interest holders in the aviation industry and the media. Over 200 delegates attended the Conference.

CONFERENCE PRESENTATIONS

The keynote presentations from the African Ministers set the tone for the Conference, which was followed by special session that reviewed the Yamoussoukro Decision as a key tool for Africa's integration and air transport development. The Conference had presentations from 15 Speakers who delivered papers in six Sessions of the Conference. Six Session Chairmen moderated the Sessions; they include Mr. Raphael Kuuchi, Commercial Director, African Airlines Association (AFRAA); Mr. Michael Shirima, Chairman, Precision Air; Dr. O.B. Aliu, Nigeria's Representative on the ICAO Council; Capt. Akin Oni, Managing Director, Bristow Helicopters; Mr. Chamsou Andjorin, Executive Director, Boeing; and Mr. Robert Tagoe, Human Resources Director, Ghana Airports Company Limited. Presentations at the Conference covered the Special Panel on the Yamoussoukro Decision, Airlines, Airports & Infrastructure, Finance & Acquisition, Safety & Security and Capacity Building. Discussions were driven by the theme of the Conference, Air Transport In Africa: Strengthening Leadership, Sustaining Growth. The Conference reviewed current issues on the relevance and need to implement the Yamoussoukro Decision; the untapped potential of cargo for African airlines; and how to maximize the benefits of improved leadership succession planning, with a testimonial from Ethiopian Airlines. Presentations also reviewed successful airlines cooperation as stimulated by the presentation from Precision Air on the Kenya Airways-Precision Air partnership. Presentations also featured lessons from East Africa's Civil Aviation Safety & Security Oversight Agency (CASSOA) in the area of improving regional safety and security oversight in Africa; addressing weak security links in Africa's air transport system in the midst of emerging security threats. Deliberations also reviewed how to respond effectively to current and future human capacity challenge in Africa's air transport industry; and how airlines can strengthen sustainable leadership in Africa's regional market



using effective regional aircraft support. The Conference also sought ways to boost aviation insurance capacity in Africa as well as enhancing capacity and effectiveness within African Civil Aviation Authorities. The issues of technology at airports and the need for airports to prepare to play their economic roles were also highlighted.

AVIATION IN AFRICA: STRENGTHENING LEADERSHIP, SUSTAINING GROWTH

The theme of the 17th Aviation & Allied Business Leadership Conference, Air Transport In Africa: Strengthening Leadership, Sustaining Growth, was sequel to the theme of the 16th Aviation & Allied Business Leadership Conference, held in Gaborone, Botswana, in August 2010, which was: Air Transport In Africa: The Challenge of Leadership. This was borne out of the need to re-align the leadership of air transport in Africa to drive accelerated growth in Africa's air transport industry and take advantage of on-going and forecast future growth of the African and global economies. The 17th Leadership Conference also discussed the culture of continually improving leadership in Africa as a pivot for systemic development and removal of barriers to cooperation, liberalization and integration in Africa's air transport industry. The Conference equally discussed on the need to increase high-level political support to air transport development, as well as increased partnerships between Africa and international aviation partners.

CONFERENCE RECOMMENDATIONS

After two days of active deliberations, the 17th Aviation & Allied Business Leadership Conference, noting that Africa's air transport industry needs strengthened leadership and sustainable growth amidst increasing challenges and opportunities facing the industry in Africa, made the following recommendations:

POLICY FOR GROWTH: RE-THINKING THE YAMOUSSOUKRO DECISION

Recommendations

- African States should move forward on the YD as an enabler of a liberalized and developed air transport system in Africa, in line with trends that have brought development in other aviation regions including the US and Europe
- States should be open in the implementation of the YD, and work collaboratively to implement the YD, whilst also addressing reasons for existing barriers/protectionism in order to eliminate such hindrances to the full implementation of the YD
- The Yamoussoukro Decision (YD) requires effective leadership and institutional framework to succeed which the industry in Africa can and must provide, as the implementation of YD should not be on an ad hoc basis, but should be taken up as an on-going industry objective
- Thus, Africa requires effective and harmonized institutional structures and legal frameworks that would monitor and regulate competition in order for YD to be effectively implemented, and the implementation of the YD must be transparent
- The YD should be implemented on a regional basis and should make use of existing and effective regional structures, while implementation of liberalization within regions should be devoid of conditions that inhibit integration/open skies with other African regions



Ms. Susan Kurland, Asst. Sec. For Aviation & Int'l Affairs, US Dept. of Transport (DoT); Ms. Julie Oettinger, Assistant Administrator for Policy, International Affairs and Environment of the US Federal Aviation Administration (FAA); Dr. Elijah Chingosho, Secretary General, AFRAA; Mr. Ceubah Guelpina, President, AFCAC; Mr. Mike Higgins, Vice President, Africa, IATA; Mr. Alfonso Lenhardt, US Ambassador to Tanzania, and other delegates at the conference



L-R: Mr. Jonathan Majakwara, Senior Prog. Manager, Air Transport, SADC; Dr. Harold Demuren, DG, Nigerian CAA; Colonel Hilary Kioko, DG, Kenya CAA; Mr. Raphael Kuuchi, Commercial Director, AFRAA and Mr. Vivendra Lochan, COO, AASA; panelists on the YD Session

- Regional strategies as opposed to bilateral strategies should be focused on implementing the YD, and the Regional Economic Communities, the African Union (AU), AFCAC, AFRAA should be strengthened and work cooperatively to drive YD implementation and aviation industry transformation in Africa
- The Executing Agency for the YD should be reviewed and strengthened, while YD should be discussed at all levels to create better understanding and expansive action on its implementation
- Ministry of Aviation of African States should also oversee the progress and ensure the implementation of the Yamoussoukro Decision in their respective States as a way to enhance overall YD implementation in all parts of Africa" Regional Economic Communities (RECs) should review their efforts at achieving regional integration in Africa, while industry leaders should pursue regional integration in Africa to enable the regions and African airlines reap its benefits
- High-level government representation is essential for regional meetings on implementation of the YD; and the implementation of the YD should start from the top-level government decision makers
- Africa needs to harmonize aviation systems, including air navigation service infrastructure and aviation policies, to support the implementation of the YD
- Regions should consider setting agreed timelines for the implementation of the YD, while States and regions should review and re-integrate the implementation of the YD by developing effective strategies to achieve this
- Though government should lead the implementation of the YD, government should also encourage the private sector to support in the implementation of the YD, and the YD should be urgently implemented among African States
- To drive airline operations and enable the effective establishment of the YD, States must help to unlock potential markets in Africa's air transport industry through the policies that promote safe, efficient, accessible, affordable and well-regulated air transport systems, as well as an environmentally friendly air transport industry in Africa
- Decision-makers and political leaders in Africa should ensure that recommendations of the Conference are shared at the highest level to generate the needed impact on air transport development in Africa, while discussions and actions to improve air transport development in Africa must be sustained at all levels
- Ministers of Transport and Aviation of Tanzania, Ghana and Uganda should work with AFCAC on the implementation of the YD



L-R: Mr. Kenneth Horhammer, Market Mgr., Vaisala; Mr. Michael Mutahi, Operations Director, Astral Aviation, Dr. O.B. Aliu, Nigeria's Rep. on ICAO Council; Mr. Jean Maguena, Vice President, CEMAC and Mr. Sam Munda, Sales Director, SITA; panelists on the Airport & Infrastructure Session



Cross-session of delegates at the conference

IMPROVING AVIATION FINANCE FOR SUSTAINABLE GROWTH

Recommendations

- Policy makers should ensure that Africa's growing air traffic is supported and effectively utilized to drive revenue for African airline operators and ultimately for economic growth in Africa
- African airlines should adopt cost-saving strategies such as leasing of aircraft, etc., to help conserve funds to further support their growth
- Improved leadership is essential to help the industry cope with change in the finance market, as well as exploit Africa's current opportunities

- Delay in implementation of cooperative strategies such as the YD works in favour of foreign airlines, and should be avoided to enable African operators effectively increase their revenue base and overall share of the market
- Industry operators should take cognizance of growth trends in the near-, medium- and longer-terms to strengthen their operations and improve their revenue base
- Appropriate legislation should be made to help shore up capital base of sub-sectors in the industry including airlines, and insurance sub-sectors, among others, to attract required capacity and capabilities to support aviation development in Africa
- Effective management of African airlines is essential irrespective of its ownership i.e. government or private. Therefore, States and the private sector should embrace win-win partnerships to raise required funding for equipment and management for effective airline operations
- Aircraft manufacturers should be encouraged to provide greater support for aviation training and aircraft acquisition in Africa
- Appropriate utilization and management of aviation assets and resources are essential to prevent wastages, and funds should be directed to needing areas
- Airlines in Africa should explore the opportunities provided by various funding institutions, while States should support airlines by ratifying instruments such as the Cape Town Convention to enable airlines have easy access to funding for aircraft
- African airlines need to re-fleet and re-equip themselves in order to compete favourably in the market



Cross-session of delegates at the conference



Cross-session of delegates at the conference

IMPROVING AIRPORTS & INFRASTRUCTURE FOR GROWTH

Recommendations

- Cargo terminal operators should understand the needs of airlines in order to encourage traffic and improved airlines operations at their terminals; thus, cargo airports should provide improved facilities and greater operational efficiencies to attract airlines
- There is need to increase cargo capacity among African airports, while liberalized handling services and cargo operations should be encouraged to help reduce cost for airlines and promote growth of air cargo in Africa
- Cargo airports should improve safety and security in their operations through safety and security management systems, while raising their skilled manpower
- There is need to ensure availability of support agencies such as customs, etc. to facilitate cargo processing at the airports
- Airports in Africa need to embrace partnerships, and be more proactive in providing efficient services to drive cargo growth
- Safety facilities including weather, etc. should be improved at smaller airports; while small airports should embrace standardization and work together to benefit from economies of scale in the acquisition of safety and other facilities
- Airports should ensure the implementation of ICAO standards for airports service quality in order to promote safety, security and efficiency
- African airports should embrace opportunities in mobile communication and self-service technology and facilities to improve their services, while working towards creating intelligent airports of the future through enhanced

infrastructure, efficiency and business intelligence

- Airport operators should address the challenges inherent in old architecture of many existing airports, while all agencies working at the airport should collectively enhance efficiency at the airport. Importantly, airports in Africa should improve their facilities to effectively manage new and emerging security challenges
- Airports should embrace inter-modality in order to work effectively with other modes of transport to facilitate efficiency in the movement of passenger and cargo
- Air cargo handling charges should be moderated to encourage air cargo growth given the rising competition from other modes of transport, and airports should boost their traffic to support the effective application of improved technologies
- Public and private collaboration should be utilized as an effective tool for airport development, and governments should improve regulation and create an enabling environment to attract private investors in such airports, this is important especially for small airports
- Africa's airports should be effectively developed to provide adequate capacity for large and increasing traffic
- The building of airports should be based on business considerations to ensure that airports yield needed revenue and are well-maintained
- There is need to organize regular African forums for sharing best practices especially in improved management of small airports



L-R: Mr. Othman Chaoui, Market Strategy Mgr., ATR; Mr. Robert Tagoe, Director, Human Resources, GACL; Ms. Susan Mashibe, Director, Tanjet and Dr. Rama Makuza, MD, CAA Uganda; panelist on the Capacity Building Session



Cross-session of delegates at the conference

IMPROVING STRATEGIES FOR AIRLINE GROWTH

Recommendations

- African airlines should address the challenge of leadership and internal capacity to drive a sound leadership succession programme and culture of high-performance at all levels to enhance their growth
- Airlines should avoid frequent changes in management to promote building up and sustenance of strong organizational values and culture
- Top management must spearhead change and transformation of airlines, while governments should avoid interference with management of government-owned airlines
- African airlines should improve their operations to pave way for partnerships with stronger airlines and other investors, while embracing partnerships to learn from one another and gain from economies of scale
- Airlines in Africa should explore the benefits in cargo airline business and make cargo part of their core business. Airlines should also use the opportunity of fleet renewal to raise cargo aircraft capacity to exploit the growth trend in the market
- African airlines should raise their strength in the cargo market starting from high potential markets, considering the dominance of the African air cargo market by foreign cargo airlines
- African airlines should improve on effective revenue management, handling quality, competent expertise, etc. as essential elements to help airlines build up strength in the air cargo market
- Airlines should re-model their fleet as well as their routes to effectively manage their operational costs
- Airlines should make regular training an essential part of their operations to keep their staff up-to-speed with company policies, strategies and objectives



ENHANCING AVIATION SAFETY AND SECURITY FOR SUSTAINABLE GROWTH

Recommendations

- Aviation partners in Africa should work collaboratively to sustain confidence among air travellers by upholding high standards in aviation safety and security
- African aviation leaders should implement international agreements, and work closely with external partners to address circumstances that create aviation safety and security challenges
- Africa should participate actively in global ICAO-led future ATM plan currently being fine-tuned by the US under the Next-Gen ATM programme, and EU under the SESAR programme
- Steps should be taken to improve funding for ANSPs in Africa, as ANSPs constantly review their progress in meeting emerging requirements in air traffic services
- Africa should strengthen regional safety and security oversight systems such as the Civil Aviation Safety and Security Oversight Agency (CASSOA) in East Africa, and the Banjul Accord Group Aviation Safety Oversight Organization (BAGASOO) and the Banjul Accord Group Accident Investigation Agency (BAGAIA)
- States should ensure the continued implementation of ICAO standards while ICAO should sustain support towards the achievement of safety objectives in the AFI Region
- Effective structures and more qualified personnel are needed to man regional safety oversight agencies in Africa; essentially, effective strategies should be developed to attract qualified personnel to produce required safety results in these agencies
- Improved and integrated data management system should be prioritized among regional safety oversight agencies in Africa, while harmonized standards are key to improving regional safety enhancement efforts and overall safety in Africa's air transport industry
- Effective coordination of action plans is essential to make regional safety oversight agencies more effective; and regional safety oversight agencies should embrace continued cooperation to create wider synergy and overall improved safety
- Language barriers need to be addressed to ensure proper understanding and implementation of ICAO guidelines and recommendations to enhance safety improvements in Africa's aviation industry
- Governments need more political will and elimination of bureaucracy to provide increased funding to ensure more effective safety oversight agencies in the regions
- Effective security guidelines should be adopted in all regions of Africa to create efficient security systems in Africa's aviation industry, while the use of improved technology should be intensified in improving security in the industry
- Africa aviation leaders should implement international agreements, and work collaboratively with external partners to address circumstances that create aviation safety and security challenges
- States should intensify the sharing of information on new and emerging security threats; weak security links in the continent should be urgently addressed
- Effective and independent accident investigation bodies should be established in regions/States where they do not exist to provide support to safety improvement efforts



L-R: Mr. Alexander Manakos, Principal, Air Cargo, Lufthansa Consulting; Mr. Mesfin Tasew Bekele, COO, Ethiopian Airlines; Mr. Richard Aisuebeogun, MD, FAAN; Capt. Akin Oni, MD, Bristow Helicopters; and Mr. Alfonse Kioko, CEO, Precision Air; panelists on the Airline Session



L-R: Mr. Miguel Santos, Director, International Sales, Boeing; Ms. Susan McDermott, Dep. Asst. Secretary Aviation & Int'l Affairs, US DOT; Hon. Frank Ramsden; Ms. Moira Keane, FAA Senior Rep. for Africa, US DOT; Ms. Susan Kurland and Ms. Julie Oettinger, Asst. Administrator for Policy, Int'l Affairs and Environment, FAA at the Welcome Cocktail

- Industry should utilize the opportunity of conferences on the continent to address emerging security challenges

EFFECTIVE CAPACITY BUILDING FOR ACCELERATED GROWTH

Recommendations

- Government and private sector should create appropriate human resource development and employee retention schemes to make up for personnel migrating to other regions
- There is need to establish competent training centres to serve the increasing needs of the aviation industry on the continent
- There is need to create autonomous Civil Aviation Authorities in States where they do not exist to enable the CAAs effectively perform State oversight and safety enhancement functions
- Essentially, airports, air navigation service providers and airlines should improve cooperation among themselves, while they also lobby for government support
- CAAs and other organizations in the industry should explore the opportunities inherent in relevant human resource exchange programmes, much as the industry should continue to seek capacity development through collaboration with international partners
- African carriers should exploit regional and domestic markets where there is limited competition from non-African airlines; air lines should also use right size and type of aircraft to build-up services in emerging regional markets in Africa
- Considering the high cost of aviation fuel among others, African airlines should step up the replacement of their older aircraft with newer more efficient airplanes
- AFCAC should be supported especially in training and capacity building to enable it carry out its mandate in Africa's air transport industry
- Industry should create effective strategies to develop young people with varied skills in air transport, working in cooperation with international partners such as ICAO IATA and the US government
- African States and air transport operators should explore emerging opportunities in US-Africa relations
- Aviation industry in Africa should also work with partners from other continents to drive growth in Africa's air transport industry, and States should encourage foreign direct investments in air transport
- Government should increase attention to aviation development, considering that other sectors of the economy compete with aviation for limited government resources
- Government at the highest level should understand the needs of the air transport industry in Africa in order to effectively drive its development
- Public and private sectors in Africa's aviation industry should uphold good corporate governance to drive transformation of the industry



L-R: Mrs. Aduke Atiba, Executive Director, Landover Company Ltd.; Ms. Susan Kurland, Asst. Sec. for Aviation/Int'l Affairs, US DOT; Capt Edward Boyo, Publisher, Aviation & Allied Business Journal; Hon. Frank Ramsden, Minister of Transport of Botswana; Mrs. Dzifa Attivor, Deputy Minister of Transport, Ghana; Dr. Harold Demuren, Hon. Omari Nundu, Min. of Transport, United Republic of Tanzania; Mr. Adriano de Carvalho, Executive Vice President, TAAG Angola; Mr. Erkki Nghimtina, Minister of Transport of Namibia; Hon. Simon Ogari, Minister of State for Transport, Kenya and Engr. Athuman R. Mfutakamba, Dep. Min. of Transport, Tanzania at the Award & Gala Dinner



L-R: Mr. Chamsou Andjorin, Director, Africa/ME, Boeing; Dr. O B Aliu, Nigeria's Rep. at ICAO and a guest during the Cultural Night

AVIATION & ALLIED BUSINESS INDUSTRY ACHIEVEMENT AWARDS

The Aviation & Allied Business Industry Achievement Awards was instituted in 2001 to recognize the commitment and resourcefulness of individuals and corporate bodies in their contributions to the growth and development of the aviation



Industry in Africa. The 2011 Aviation & Allied Business Corporate Achievement Award was received by the Nigerian Civil Aviation Authority (NCAA) and TAAG Angola Airlines. The 2011 Aviation & Allied Business Special Leadership Award was received by Hon. Omari R. Nundu, Tanzania's Transport Minister. All the awards were presented at the Awards Night Ceremony on August 29, 2011 at the Meyenpick Hotel in Dar es Salaam, Tanzania.

CONFERENCE SPONSORS

The 17th Aviation & Allied Business Leadership Conference received support from companies and institutions in aviation and its allied sectors including the following: Swissport Tanzania, ATR, Federal Airports Authority of Nigeria (FAAN), Kenya Airways, Ethiopian Airlines, Boeing, Vaisala, Nigerian Civil Aviation Authority (NCAA), AIB, Access Bank Plc., SITA, Arik Air, Bombardier and Precision Air. Others include the Nigerian College of Aviation Technology (NCAT), the Nigerian Airspace Management Agency (NAMA) and Aelx.

OBSERVATIONS

Participants expressed satisfaction over the conduct and theme of the 17th Aviation & Allied Business Leadership Conference, as well as the sustained continuity of the Aviation & Allied Business Leadership Conference series as a catalyst for air transport transformation in Africa. Participants called for stronger political will and innovative industry leadership to drive growth and development in Africa's air transport industry. They also called for the application of knowledge generated at the conference in the transformation of the air transport industry in Africa. The theme of the Conference - Air Transport In Africa: Strengthening Leadership, Sustaining Growth - was deemed as appropriate in view of the need to further improve the leadership in Africa's air transport industry as a key driver of industry growth.

The Conference series received strong endorsement from governments in Africa, the US government, as well as private sector participants across Africa and other continents. Participants called for the sustenance of the conference series as a change catalyst for aviation development in Africa. The 17th Aviation & Allied Business Leadership Conference ended on August 30, 2011. Done in Dar es Salaam, Tanzania August 31, 2011.



L-R: Mr. Guido Di Paolo, Sales Director, ATR, Mrs. Di Paolo, Ms. Anna Schoepfer Manager Airline Business Group, HahnAir and Mr. Othman Chaoui, Market Strategy Manager, ATR during the Cultural Night



L-R: Capt. Sanhe West, CEO, Global Aviation Group Ltd, Capt. Andrew Little, COO, Global Aviation Group Ltd, Mr. Kaleyesus Bekele, Ethiopian Journalist and a guest at the Cultural Night



Delegates at the pre-conference tour in Zanzibar