



# **WEBINAR**

**10 JUNE 2020 at 10h00 UTC**



**Achieving a Healthy Experience  
at African Airports during the Restart**



**WEBINAR**

**Achieving a Healthy Experience at  
African Airports during the Restart**

**10 June 2020**



**M. Romesh Bhojroo**

Director Strategy & Business Development

ACI Africa

**Moderator**



## **WEBINAR**

# **Achieving a Healthy Experience at African Airports during the Restart**

**10 June 2020**

### **Instructions to observe during the Webinar**

- **Please ensure that the microphone and camera on your devices are switched off.**
- We will take all the questions at the end of the presentations.
- During the presentations, you can use the ‘Chat or conversation’ icon to send your questions to the moderator.
- During the question time at the end, use the ‘Raise hand’ icon. When the moderator calls your name, kindly activate your microphone and ask your question. Switch it off as soon as you finish your intervention.

## SPEAKERS



**M. Ali Tounsi**  
Secretary General  
ACI Africa



**Mrs Josephine Soroses**  
Strategic Executive Human  
Resources, Namibia Airports  
Company and  
Vice-President ACI Africa Regional  
Committee Human Resources



**Mr. Charles Hanson Adu**  
Group Executive  
Airports Management, Ghana  
Airports Company Limited and  
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Regional Committee on Safety  
and Technical



**Mrs Sharlin Perumal**  
Group Manager Technical  
Research and Development,  
Airports Company South  
Africa and Collaborator of ACI  
Africa on Innovation

# GUIDANCE FOR THE AFRICAN AIRPORTS RESTART



**M. Ali Tounsi**  
Secretary General  
ACI Africa

## Passenger traffic for 2020

Before COVID-19	After COVID-19	Reduction	% Variance
<b>240 906 148</b>	<b>126 871 602</b>	<b>-114 034 546</b>	<b>-47,3%</b>

## Quarterly Airport Revenue (million USD) for 2020

Million USD	Q1	Q2	Q3	Q4	2020
Avant COVID-19	1 000	1 000	1 200	1 100	4 300
Après COVID-19	700	100	600	700	2 100
Réduction	-300	-900	-600	-400	-2 200
<b>% Variance</b>	<b>-30%</b>	<b>-90%</b>	<b>-50%</b>	<b>-36,4%</b>	<b>-51,2%</b>

# DEMYSTIFYING COVID-19

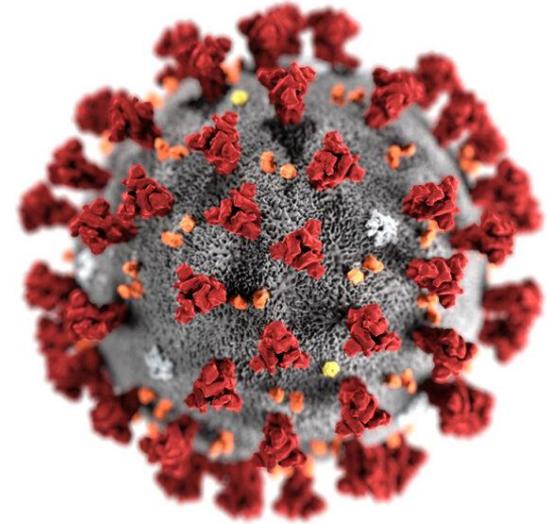
COVID-19 is an infectious disease caused by severe acute respiratory syndrome coronavirus2.

COVID-19 is a droplet and surface contact spread disease, primarily transmitted between people during close contact, often via small droplets produced by coughing, sneezing and talking.

People who have contracted the virus but are asymptomatic always represent the greatest risk and challenge in the screening process.

To manage perception and restore confidence back in the travelling public and the community at large, there is need to implement a multi-layered approach, which may also include measures with limited or unproven effectiveness.

It is expected that sanitary measures at airports will have to be maintained as long as community transmissions still exist in different countries and regions or until a proven cure is found.



# SIX KEY PILLARS

The COVID-19 crisis has been a resounding wake-up call for all of us, testing our resilience to the extent of jeopardizing our mere existence.

The restart of airport operations is equally challenging, necessitating the implementation of a new normal, which may be very constraining at least initially.

These guidelines serve as a roadmap for all African airports to prepare their new recovery plan or to review and update their existing business continuity plan in the most coordinated and efficient manner.

It is time for all of us to unite and get the aviation industry back to its cruising altitude.

The guidelines rest on six key pillars, which ACI Africa believes are critical to instill confidence back in the travelling public at our airports.

## 1. Preparedness

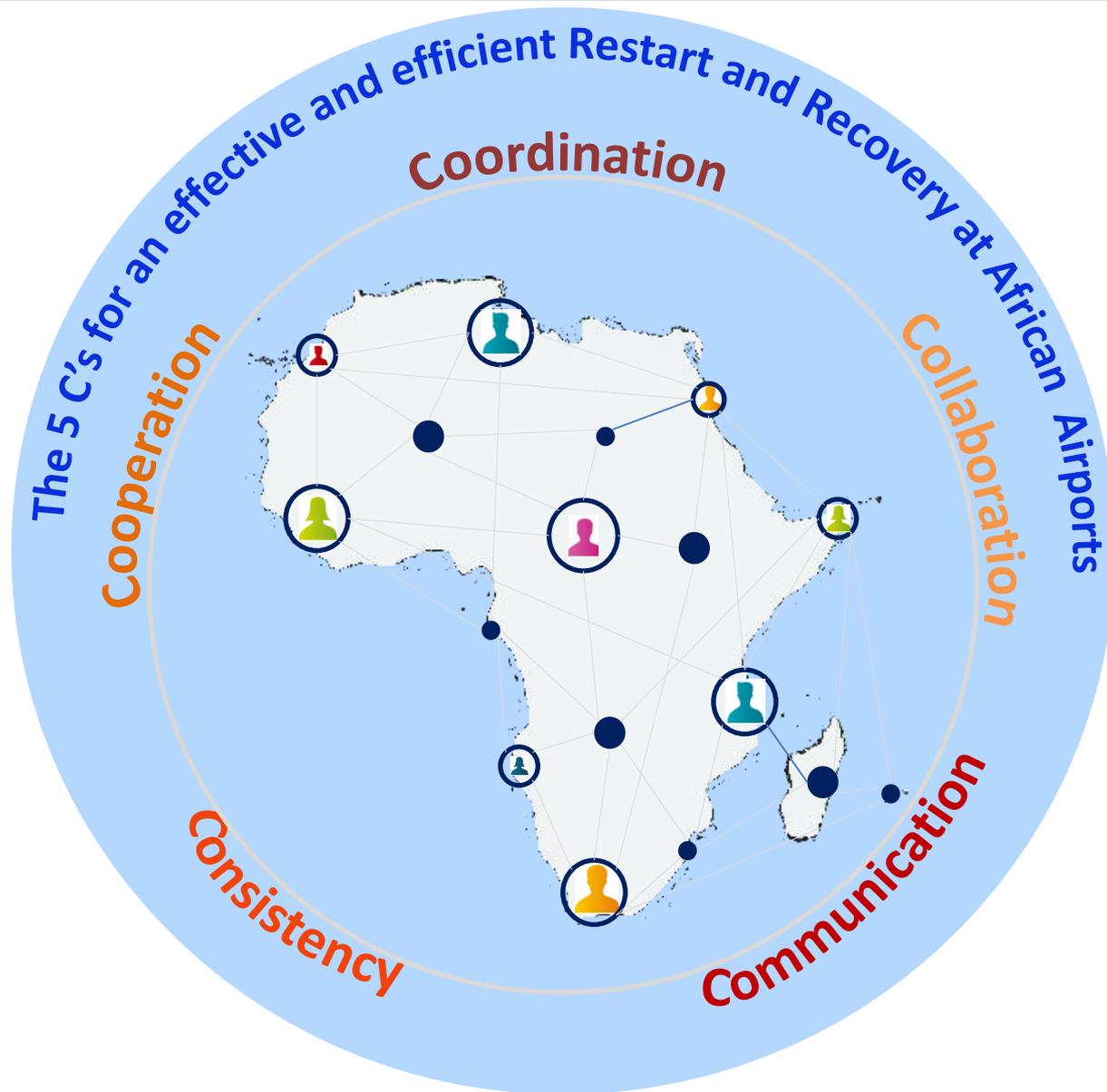
## 2. Motivated Staff

## 3. Healthy Airport

## 4. Healthy Experience

## 5. Financial Sustainability

## 6. Communication



# HOW TO PREPARE AND KEEP OUR STAFF MOTIVATED FOR THE RESTART



## **Mrs Josephine Soroses**

Strategic Executive Human  
Resources, Namibia Airports  
Company and  
Vice-President ACI Africa Regional  
Committee Human Resources

# MOTIVATED STAFF

*Your biggest and strongest asset*

## Protecting your staff

### Personal Protective Equipment (PPE)

Gloves  
Mask  
Protective Shields

### Conducive Work Environment

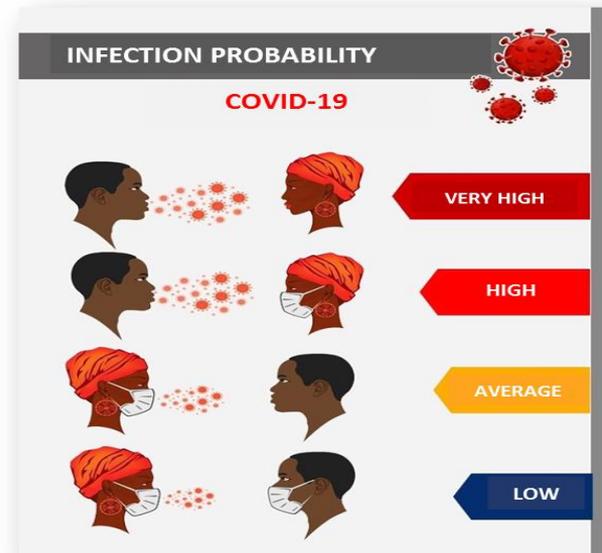
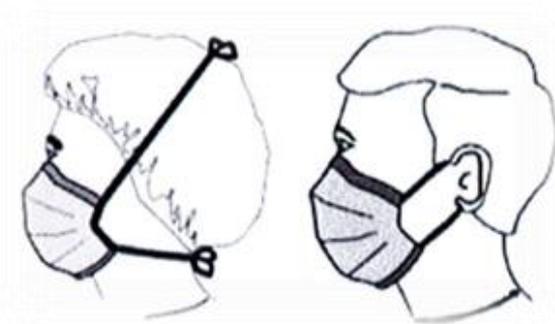
Cleaning Protocols  
Cleaning Checklist  
Social Distancing

### Staff Screening

Temperature Check Points  
Periodic Health Checks

### Information Sharing and Guidance

Training/ Awareness Sessions  
Work/PPE Instructions Guides



**MOTIVATED STAFF**

## Caring for your staff

MOTIVATED STAFF



## Continuity of Work

MOTIVATED STAFF



Dedicated  
WhatsApp  
groups



## Additional measures at work

- Redesigned staff rosters
- Social distancing protocols and signage
- Visitors registration and limitations
- Regular disinfection of frequently touched areas
- Use of technology to prevent the spread of COVID-19



DO's



DON'Ts

MOTIVATED STAFF

# A 'HEALTHY' AIRPORT EXPERIENCE AT THE RESTART



## **Mr. Charles Hanson Adu**

Group Executive

Airports Management, Ghana  
Airports Company Limited and  
President of ACI Africa

Regional Committee on Safety  
and Technical

# HEALTHY AIRPORT

*New normal: regular cleaning and disinfection, personal protection and protecting others*

## Cleaning and Disinfection

- Cleaning and disinfection of surfaces is very important as a preventative measure as a person can become infected by touching surfaces, where droplets from an infected person have landed, and by then touching eyes, nose or mouth.
- Studies have identified COVID-19 to survive up to 72 hours on plastic and stainless steel, less than 4 hours on copper, and less than 24 hours on cardboard.
- Increase the frequency of cleaning and disinfection of all hand contact areas and immediately when a surface has been contaminated with respiratory secretions or other body fluids.
- During the closure of your airport, proceed with the deep cleaning of areas which otherwise may be inaccessible under normal circumstance.
- Favor locally made compliant disinfectants, wherever possible to stimulate the local industry.
- Avoid the use of 'hands-in' dryers in toilets and favour use of paper towel dispensers.



## Cleaning and Disinfection

- Some examples of hand contact surfaces are: self-service kiosks, counters, baggage trolleys, lifts, travellers, escalators, handrails, vehicles, scanners, shared mobile phones or radio telephones, tables, knobs, light switches, wheelchair handles, workstations, cash registers, touch screens, countertops, etc.
- Install hand-sanitizing stations, mechanical with foot pedal or touchless where possible, inside the terminal at strategic locations, at different terminal processing zones (check-in, passport control, security screening, boarding, customs) before and after every passenger touch point and along the walkways, as required.
- Put disinfectant carpet in areas where most passengers pass through, e.g. at entrances to terminal and walkways.
- Increase the frequency of waste disposal to avoid accumulation of used masks, gloves and other contaminated waste in garbage bins and containers.



## Passengers Personal Protection

- Personal protective measures should be simple and practical.
- All passengers accessing the terminal must wear a facemask or cover their mouth and nose with appropriate means.
- Adequate spacing with appropriate queue poles, signage or floor markings, i.e. a minimum of 1 meter between passengers in queuing lines at all passenger processing nodes, must be maintained.
- The same physical distancing must be maintained in passenger buses.
- Physical distancing must also be maintained in passenger seating areas by clearly marking no-seating spots or by removing seats, where required.



## Baggage Disinfection

- There may also be a need to disinfect baggage as well as cargo on departures and arrivals.



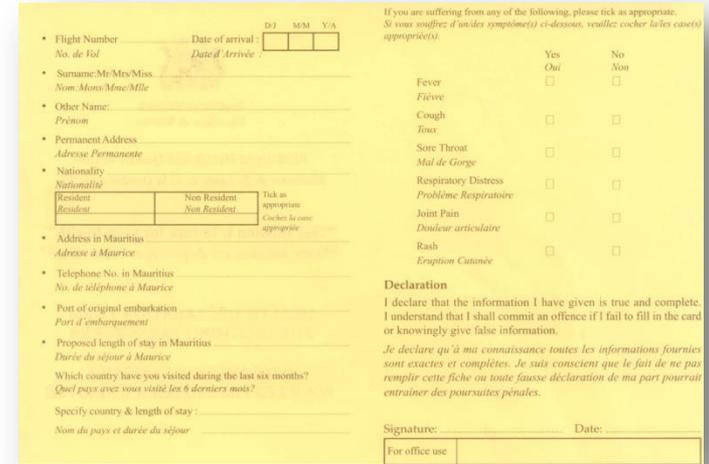
## Health Screening Measures

- Adhere to the on-airport measures for health screening prescribed by your health authority.
- As a guiding principle, avoid extensive on-airport health screening, e.g. large scale testing.
- Large scale testing on-airport is likely to result in the creation of crowds, queues and additional dwell time and would be counterproductive in terms of social distancing.
- Coordinate with your health authority on the non-intrusive health screening requirements which may be imposed on arrivals (including transfer passengers) and departures , e.g. use of thermal scanners, handheld infrared thermometers, ear gun thermometers or full-body infrared scanners.
- If applicable, require all passengers to present themselves with a valid PCR (Polymerase Chain Reaction) test certificate prior to departure or arrival.



## Passenger Health Declaration

- If health declaration is a requirement for passengers, ensure that the forms are distributed on-board flights prior to landing.
- Electronic health declaration are favoured if implementation is possible.



The form is titled 'Passenger Health Declaration' and is available in both English and French. It includes fields for flight details, passenger information, and a declaration of health status. A table on the right side of the form allows passengers to indicate if they have experienced various symptoms.

If you are suffering from any of the following, please tick as appropriate. Si vous souffrez d'un des symptômes ci-dessous, veuillez cocher la case(s) appropriée(s).		Yes Oui	No Non
Fever Fièvre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cough Toux	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sore Throat Mal de Gorge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respiratory Distress Problème Respiratoire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joint Pain Douleur articulaire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rash Éruption Cutanée	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Declaration**  
I declare that the information I have given is true and complete. I understand that I shall commit an offence if I fail to fill in the card or knowingly give false information.  
Je déclare qu'à ma connaissance toutes les informations fournies sont exactes et complètes. Je suis conscient que le fait de ne pas remplir cette fiche ou toute fausse déclaration de ma part pourrait entraîner des poursuites pénales.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
For office use: \_\_\_\_\_

## Heating Ventilation Air Conditioning (HVAC)

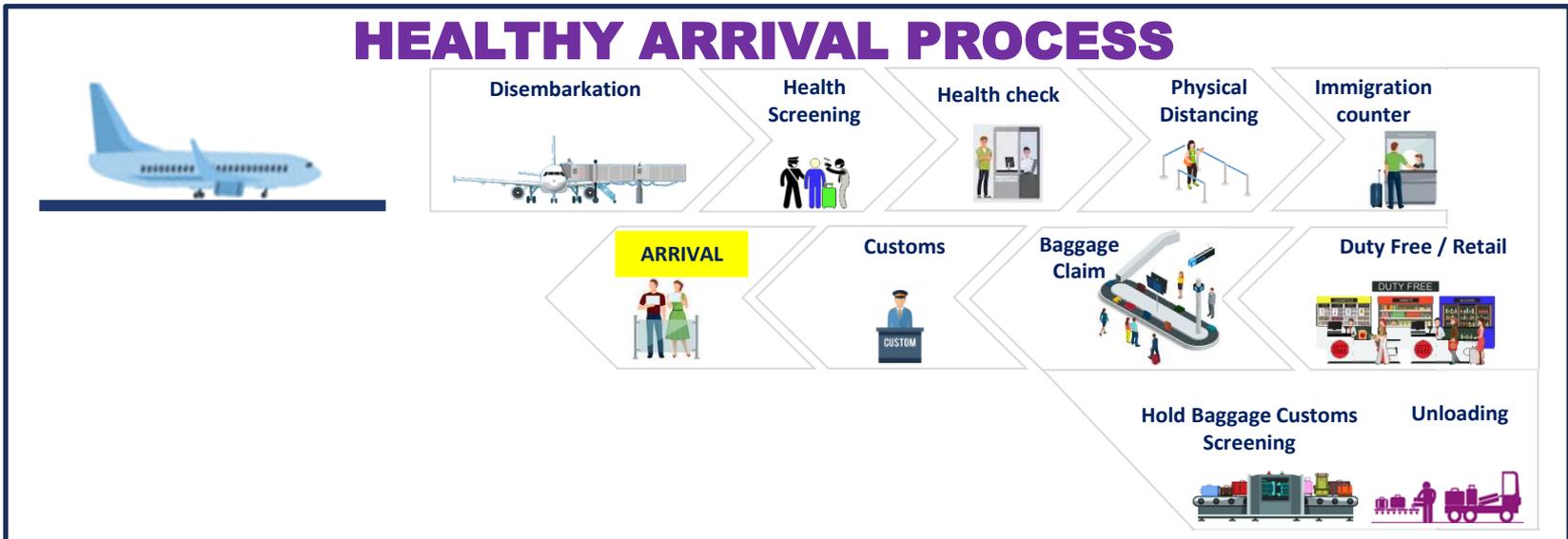
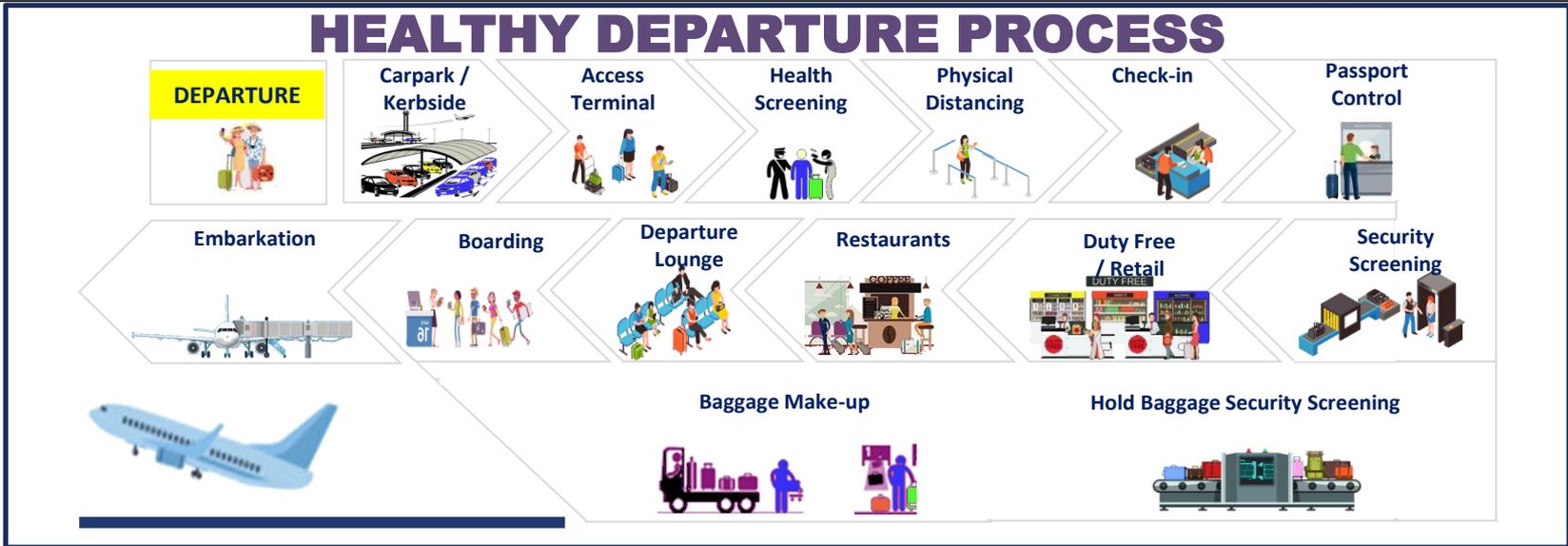
- Disabling HVAC systems is not a recommended measure to reduce the propagation of the virus.
- Switch on air handling units with 100% recirculation of outdoor air.
- Keep systems running longer hours (24/7), if possible. Switch ventilation to nominal speed at least 2 hrs before building usage time and switch to lower speed 2 hrs after usage time.
- Replace central outdoor air and extract filters as planned.



# HEALTHY EXPERIENCE

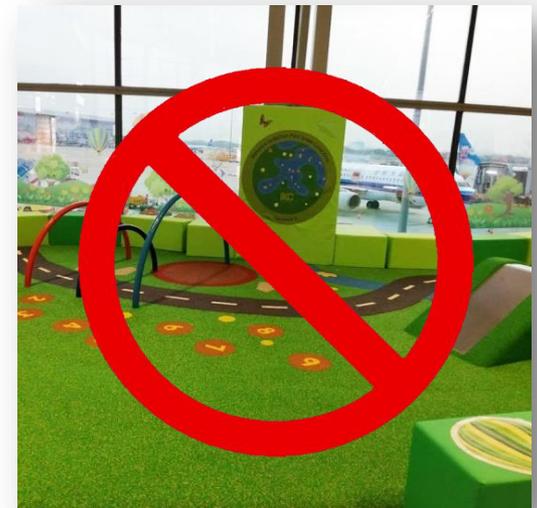
*Bringing passenger confidence back in travel experience*

**HEALTHY EXPERIENCE**



## Access Control

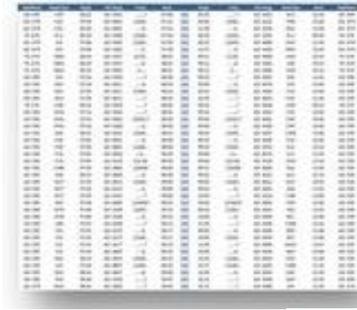
- Reduce number of access control points to the terminal.
- Restrict access of meeters and greeters into the terminal.
- Close public viewing galleries.
- Control number of passengers accessing the check-in hall to ensure any physical distancing imposed.
- Manage the maximum of passengers in any given terminal zone (check-in, immigration, security, boarding, shops, lounges, etc.) to ensure distancing measures.
- Where supported by existing infrastructure, implement segregation of passengers, staff and/or crew to minimize contact.
- Adopt forward movement rule without possibility of backtracking for passengers.
- Close certain high-risk airport areas and facilities or those not vital for the airport operations, such as smoking rooms, kids play areas, prayer rooms, massage chairs, water fountains, other multi-purpose areas, etc. This will also assist in reducing the surfaces needed to be cleaned and disinfected regularly.



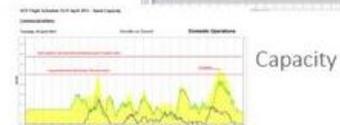
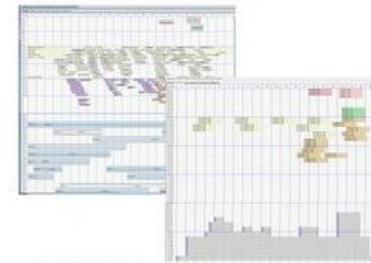
## Review Airport Handling Capacity

- Recalculate the terminal capacity in the light of the measures such as physical distancing, one-way traffic lanes and access control, bearing in mind that a 2 m physical distance means an occupancy area of 4 m<sup>2</sup> per passenger.
- Reschedule flights to comply with new terminal capacity and peak hour passenger flow.
- If required, review the arrival time of passengers at the airport prior to departure from 3 to 4 hours.
- Operate a maximum number of check-in counters, immigration counters, health counters, customs counters to avoid crowding.
- Where possible, assign every alternate boarding gate for embarkation of flights to allow for physical distancing during simultaneous boarding.
- Communicate the daily resources allocation plan (flight schedule, check-in, boarding gate, aircraft parking, belts, etc.) to all stakeholders concerned to allow for proper planning and smooth implementation and monitoring of new measures.

flight schedule




Allocation of resources



Capacity

## Passenger Health Processing

- Do not forget that domestic terminal or concourse, on arrivals and departures, will require similar health screening setup and logistics.
- Set up adequate counters in the terminal for filling of health declaration forms for passengers who have not filled same on-board whilst observing the physical distancing.
- Provide dedicated health counters as required to allow for the checking of the forms and interviewing of passengers.
- In coordination with the health authority, dedicate specific and suitable rooms to serve temporary waiting / quarantine areas.
- Identify segregated exit path to leave the terminal for suspected passengers without possibility of mixing with others.



## Security Screening

- Security remains a top priority.
- Ensure that reduction in expenditure do not unduly reduce acceptable security levels.
- Review the setup of the security screening processing area to avoid crowding.
- Operate security lanes that are not adjacent to each other to provide additional separation.
- Mask of passengers must be lowered for identification and/or security inspection (prohibited item in mouth).
- Minimize the use of hand search for security screening and ensure maximum divesting.
- Avoid face-to-face interaction with passengers or other persons being screened if there is need for security screeners to conduct hand search. Where unavoidable, carry out the pat down from behind.
- Apply one swab per person for ETD (Explosive Trace Detector) screening and discontinue the reuse of swabs.



## Airside Operations

- Safety remains a top priority and SMS (Safety Management System) has to be enforced at all times during the crisis and restart period.
- Ensure that reduction in expenditure does not unduly reduce acceptable safety levels.
- Monitor and enforce new health measures on the airside.
- Favour off-pier boarding, where practical and safe, favour on-foot boarding rather than bussing.
- Monitor continuously the safety implications with aircraft on long layovers, e.g. strong wind implications, nesting of birds in engines.
- Arrange for recommissioning of aprons, runways, lighting, facilities, equipment, etc., especially where aircraft have been parked on flexible pavements over a long period of time.
- Ensure the readiness of the rescue and firefighting capability.
- Reinforce wildlife hazard tracking on the airside if the reduction in aircraft movements have rendered your airside environment less unsafe for birds and other wildlife.
- Check staff competency and training requirements if they have been away for a long time.
- Carry out a safety risk assessment as per your SMS prior to restart of operations.
- Be ready with your aerodrome licence renewal process, if due.



## Commercial Activities – Duty Free Retail

- Apply same airport measures for cleaning, disinfection, hygiene, personal protection, physical distancing, protection screens at till points, training at all retail concessionaires at the airport.
- Provision of hand sanitizers and/or sanitary gels stations at the entrances to the retail shop compelling passengers to disinfect their hands.
- Increase frequency of cleaning of all contact points such as shelves, shopping baskets, etc.
- Provide adequate signage and communication to encourage customers to shop quickly, avoid congregating and crowding, apply physical distancing and hygiene measures in the retail stores.
- Review the access and flow movements inside the stores for steady and efficient circulation to comply with the new measures.
- Adopt cashless transactions.
- Consider sale of masks and disinfection gels (100 ml preferably on departures) in order to assist needy passengers in complying with the new measures imposed.



## Commercial Activities - Restaurants

- Apply same airport measures for cleaning, disinfection, hygiene, personal protection, physical distancing, protection screens at till points, training at all restaurant areas at the airport.
- Restaurants are encouraged to provide utensils in the dining areas (even for fast food).
- Individual portions should be served rather than providing common-use serving utensils for self-serve food.
- Adopt cashless transactions in all shopping and eating places, as far as possible.



## AN INVESTMENT FOR FUTURE RESILIENCE



### **Mrs Sharlin Perumal**

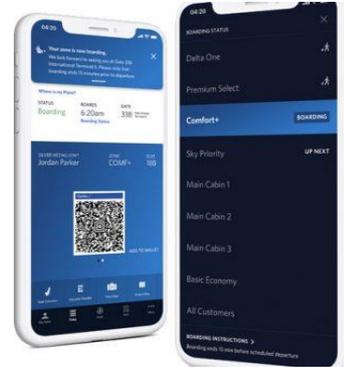
Group Manager Technical  
Research and Development,  
Airports Company South  
Africa and Collaborator of ACI  
Africa on Innovation

# INNOVATING THROUGH A TOUCHLESS EXPERIENCE

*Bringing passenger confidence back in travel experience*

## Suitable Technology

- Suitable technology is taking the centre stage in helping airports and airlines alike to overcome the challenges of the new reality.
- COVID-19 has made the appeal of technologies such as biometrics and automation, more effective to encourage staff to work smarter through the use of analytics capabilities.
- While the global crisis has placed industry growth ambitions on hold, it has presented an opportunity for meaningful innovation and transformation to be accelerated, a sure investment for the future.
- Collaboration is key with airports and airlines in the technology implementation process, with all industry stakeholders working closely to assess the restart of airport activities and reinvent the industry so that the benefits in the long-term are realised.

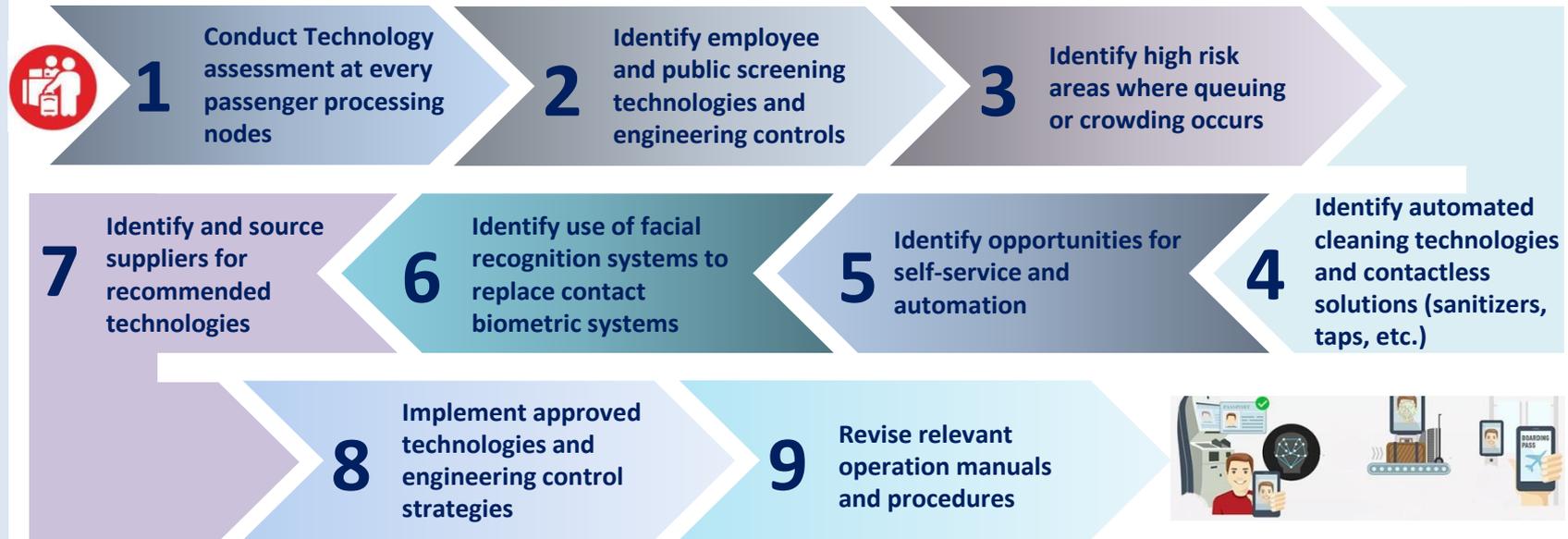


Contactless

Self-Service & Automation

Biometrics

## Decision-making process to implement technological solutions



## Contactless

- Contactless technology solutions can help in a safe and healthy passenger journey across the airport and minimise transmission of the virus for staff and passengers alike. These may include:
  - Contactless parking solutions
  - Contactless payment solutions
  - Contactless taps in toilets
  - Contactless soap dispensers in toilets
  - Contactless elevator solutions
  - Automated sanitiser dispensers fitting across passenger touch-points in the end-to-end journey

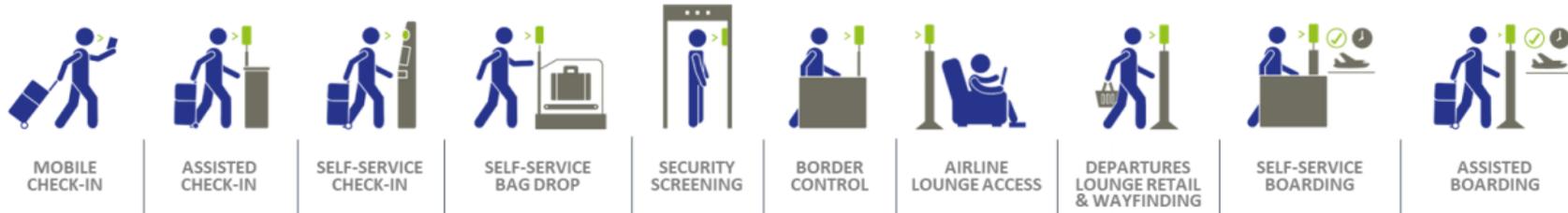


## Self-Service & Automation

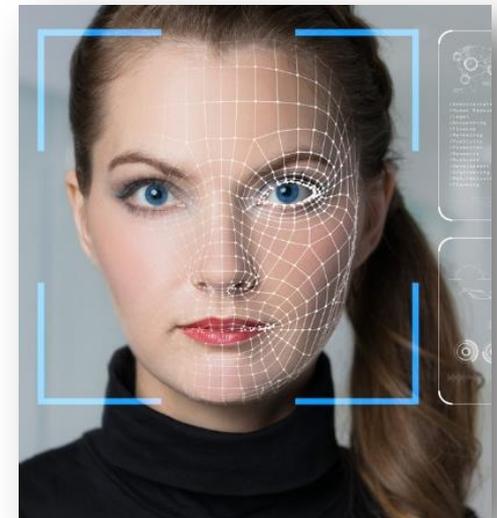
- Automation was already the new norm at many airports prior to COVID-19.
- Benefits of self-service technology
  - Improved facilitation of passenger flow
  - Increase terminal throughput and efficiency
  - Increase terminal capacity
  - Reduced queue times
  - Limits contact with airport staff / human workforce
- Examples of passenger automation services
  - Self service check-in
  - Self bag drop
  - e-Gates



## Biometrics



- A new and innovative way to improve passenger processing and customer experience.
- Biometrics confirms identity and enable walking pace processing and passenger tracking through-out the passenger journey.
- An all-biometric airport creates a match between your facial characteristics and your passport, enabling the passenger to proceed through all of the terminal checkpoints from kerb to cabin without having to exhibit travel documents.
- Use of either personal mobile phone or facial recognition at passenger touch-points is also becoming the new trend.

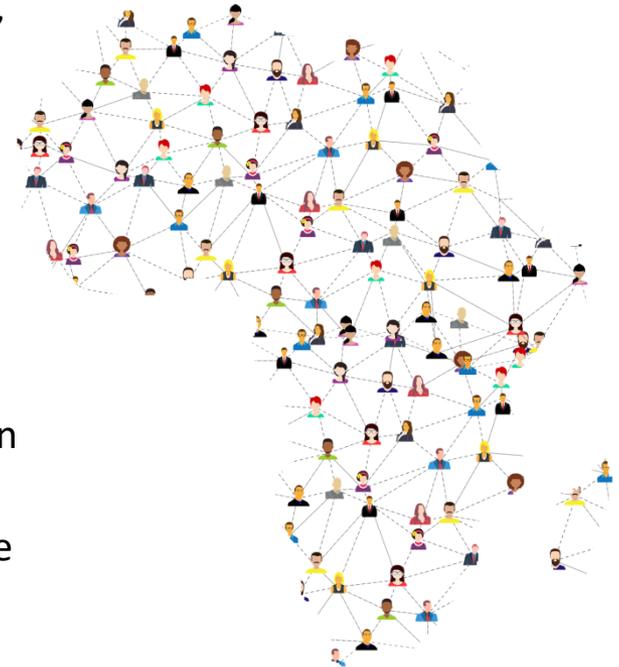


# COLLABORATION & COMMUNICATION

*Collaboration and Communication of good news as well as tough ones*

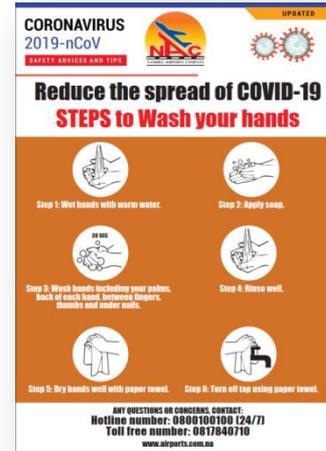
## Guiding Principles

- Collaboration and Communication is essential to improve efficiency and effectiveness at your airport.
- Obtain sources of information from the official channel, i.e. your Government, civil aviation, health authority, etc.
- Utilise appropriate communication channels (local media, newspapers, communiqué, press release, website, social media, etc.).
- Keep your staff, trade unions, stakeholders, airlines, Government, authorities (civil aviation, border control agencies, health, etc.), business partners, community and travelling public regularly updated regarding your restart plan.
- Be certain of selection of information sharing (alert bulletins, briefings, procedures, health updates, guidelines, directives, etc.).
- Develop appropriate timelines for the dissemination of information (daily, weekly or as required).
- Demonstrate transparency with your staff and trade unions on the financial health of the airport.



## Impact Announcements and Visibility

- Announce the restart of airport activities by providing information on the new normal at the airport. Passengers must know what to expect.
- Encourage and stimulate confidence with passengers through effective announcements e.g. ‘terminal is disinfected every hour’, ‘gel stations are found at every 10 m’, ‘we are here to help’, etc.
- Reinforce communication with vulnerable groups (elderly, passengers more concerned about health-related issues, etc.).
- Provide health information in the form of posters, videos, leaflets and public announcement.
- Posters and information on FIDS must act as reminders for complying with health measures (face mask, social distancing, disinfect hands, etc.).
- Promote ***‘We are all in this together’***, which include passengers.



## Communicate, Collaborate and Communicate

- Ensure that communication is directed through the correct channels in a timely manner.
- Communicate on positive and negative news .
- Be aware to communicate with your local community, emphasizing on the role of the airport as a strong economic engine.
- Remember that your staff and that of your airport stakeholders (e.g. cleaning and trolley contractors , etc.) are also your important communicators. Provide them with accurate and up to date information and encourage them to amplify the key messages and information.
- Conduct passenger surveys to assess the effectiveness of your restart plan, the passenger confidence in travelling and the awareness of your communication strategy. Review your plan accordingly.





# QUESTION TIME

## About ACI-Africa

*ACI Africa is the international association of African airports. It is the voice of African Airports and has as prime objective to advance the interests of airports and to promote professional excellence in airport management and operations on the African continent. ACI Africa is composed of 67 members from 52 African countries, managing 261 airports.*

For any enquiry, please contact:

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## ACI Africa Website

<https://www.aci-africa.aero/>