WELCOME AND INTRODUCTION

<u>Dr. Olumuyiwa Benard Aliu</u> President of the ICAO Council

Dr. Olumuyiwa Benard Aliu is the fifth and current President of the ICAO Council. Having initially assumed the position on 1 January 2014, he was re-elected by acclamation on 21 November 2016. From January 2005 to December 2013, Dr. Aliu was the Representative of Nigeria on the ICAO Council. He served as the governing body's First Vice-President and as Chairman of both its Technical Cooperation and Finance Committees. He also served as Chairman of the ICAO Council Working Group on Governance and Efficiency (WGGE) and as Chairperson of the Steering Committee of the ICAO Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan). Dr. Aliu graduated in 1983 with a MSc. Degree in Aeronautical Engineering from the Kiev Institute of Civil Aviation Engineers. He obtained a PhD in 1987. He holds an Aircraft Maintenance Engineer's License with multiple ratings and is an ICAO certified SMS Instructor. He



holds an IATA Diploma in Civil Aviation Management as well as a Graduate Certificate in Air and Space Law from McGill University, Canada.

Dr. Aliu's extensive professional experience in civil aviation spans over 30 years. He has held various positions of increasing responsibility in the areas of safety oversight, economic regulation and negotiations of bilateral and multilateral agreements, including as Chief Airworthiness Surveyor, Director Air Transport Regulation and Technical Adviser to the Minister of Aviation. He played an active role in the formulation of the National Civil Aviation Policy leading to commercialization, liberalization and institution of competition and consumer protection programmes in the Nigerian air transport industry. He led the development of the African Civil Aviation Policy (AFCAP) under the auspices of the African Union Commission. Since 1998, he has participated in all sessions of the ICAO Assembly and has chaired numerous international meetings.

Rachel Kyte

CEO, Sustainable Energy for All (SE4All) and Special Representative of the UN Secretary-General

CEO of SE4All and Special Representative of the UN Secretary-General Rachel Kyte is Chief Executive Officer of the Sustainable Energy for All (SE4All) and Special Representative of the UN Secretary-General for Sustainable Energy for All. A leading advocate for sustainable development, Ms. Kyte is focused on affordable, reliable and sustainable energy as the key to combating both poverty and climate change. Ms. Kyte drives SE4All's work to mobilize action towards its 2030 goals of ensuring universal access to modern energy services; doubling the global rate of improvement in energy efficiency; and doubling the share of renewable energy in the global energy mix. As Special Representative for the Secretary General she is the point person in the UN for action towards the recently agreed global goal on sustainable energy.



Ms Kyte served until December 2015 as World Bank Group Vice President and Special Envoy for Climate Change, leading the Bank Group's efforts to campaign for an ambitious agreement at the 21st Convention

of the Parties of the UNFCCC (COP 21). She was previously World Bank Vice President for Sustainable Development and was the International Finance Corporation Vice President for Business Advisory Services. Recipient of numerous award for women's leadership, climate action and sustainable development, she is a Professor of practice in sustainable development at Tuft's Fletcher School of Law and Diplomacy. She holds a master's degree in international relations from Fletcher, and a bachelor's degree in history and politics from the University of London.

Jane Hupe

Deputy Director Environment, ICAO

Jane Hupe is the ICAO Director responsible for the environmental programme of the Organization. Ms. Hupe has been at the forefront of ICAO's efforts to define and promote policies and standards for an environmentally sustainable aviation which encompasses aircraft noise and aircraft engine emissions, local air quality and climate change, sustainable energy and market-based measures. Her responsibilities include directing ICAO environmental activities, and serving as the Secretary of the ICAO Council's Committee on Aviation Environmental Protection (CAEP). Ms. Hupe coordinates aviation and the environment activities with other International Organizations and she is also in charge of the Strategy on assistance and capacity-building of ICAO Member States in this area.



Contributing to the IPCC work as a lead author on aviation-related issues, she received a certificate acknowledging her contribution to the IPCC's award of the 2007 Nobel Peace Prize. Prior to joining ICAO, Ms. Hupe served as advisor on environmental matters to the Brazilian Aviation Authorities for 15 years. Ms. Hupe has a Master's degree in Aviation from the École Nationale de L' Aviation Civile (ENAC), Toulouse, France, and many other post-graduate degrees, including in environmental auditing.

ROUNDTABLE – WHAT IS YOUR VISION ON SUSTAINABLE ALTERNATIVE FUELS?

Shinji Matsui

Permanent Representative of Japan to ICAO

Shinji Matsui joined the Japanese foreign service in 1989, completing a master's degree in Law in San Diego in 1992. After serving as a Congressional Liaison at the Embassy of Japan in Washington, D.C., he has continued his diplomatic career path, gaining wide experience on contributing to policy and rule-making and efficient administrative management using Japan's expertise at UN organizations in Geneva, as well as serving as a legal expert for IAEA in Vienna. Until last summer, he was an economic partnership negotiator with the EU.

His engagement in Japan's ICAO specific diplomacy started in 2013 as Principal Deputy Director in the Foreign Ministry. He assumed his current duties in August 2016 and has been representing his government, taking full advantage of his background, for

cooperation with and decision-making by ICAO to address global challenges on aviation safety and security as well as environmental sustainability in close coordination with the Japanese civil aviation authority and stakeholders.



Adam Klauber

Principal, Sustainable Aviation Program, Carbon War Room

Adam Klauber has delivered sustainability solutions for over 12 years. He is currently the aviation director for Rocky Mountain Institute / Carbon War Room. Mr. Klauber leverages market-based approaches including helping to pioneer new ways for airports to help finance sustainable jet fuel. Before RMI/CWR he headed sustainable aviation for ICF International advancing sustainability for US airports. Earlier, he supported the FAA to improve agency energy efficiency and facility environmental performance. Mr. Klauber has earned numerous awards including the US Department of Transportation departmental "sustainability leader," and the Federal Executive award for "Creativity and Innovation."



Gerard Ostheimer

Global Lead for Sustainable Bioenergy, Sustainable Energy for All (SE4All)

Gerard J. Ostheimer, Ph.D. serves as the Global Lead for Sustainable Bioenergy for Sustainable Energy for All. Working with diverse partners he promotes the development and deployment of sustainable bioenergy solutions to help achieve the goals of SDG7, including universal energy access and doubling the use of renewable energy. Previously, Dr. Ostheimer served as a Science Advisor for the U.S. Department of Agriculture during which time he contributed to finalizing the Global Bioenergy Partnership Indicators of Sustainable Bioenergy Production and Use.



Michael Rossell

Deputy Director General, ACI World

Michael Rossell joined ACI World in 2012. He is responsible for developing relations with ICAO and other international organizations across the full spectrum of civil aviation policy matters. He also has overall responsibility for aviation security, APEX in Safety and developing policy on APEX in Security; Global Training; environmental protection; and, corporate policy matters including finance, human resources and deputing for the Director General in her absence.

From 2006 to 2012, he was the United Kingdom Permanent Representative and, in 2011/12, First Vice President of the ICAO Council. He has extensive experience of international civil aviation regulation and policy making, in particular where these

regulations and policies have a direct impact on the safe, secure and sustainable development of international air transport.



Michael Gill

Executive Director, Air Transport Action Group (ATAG)

Michael Gill is executive director of the Air Transport Action Group (ATAG), the only global association that represents all sectors of the air transport industry. Its mission is to promote aviation's sustainable growth for the benefit of global society. He was appointed as Director, Aviation Environment of the International Air Transport Association (IATA) in November 2013, with responsibility for developing and implementing IATA's work in the environment field, particularly in the areas of climate



change, noise, biofuel commercialisation and the IATA environmental assessment programme.

Prior to that, he spent six years as senior legal counsel in IATA, supporting IATA's external affairs portfolio. In that role, he led IATA's delegation to three ICAO diplomatic conferences on airline regulatory and security issues. He holds law degrees from both King's College, London and the Sorbonne University in Paris, as well as a masters degree from the University of Edinburgh. He is admitted as a solicitor of the Supreme Court of England and Wales and an avocat in France.

Michel Wachenheim

Senior Adviser to the President and CEO of Airbus

Michel Wachenheim is a graduate of Ecole Polytechnique in Paris (1972) and of the French National Civil Aviation School in Toulouse (1975). He has worked in air traffic services, airport operations and research, air transport economics, assistance to developing countries. He was adviser to the Minister for Transports, then Chief of staff of the President and the CEO of ADP, and Director in charge of Strategic issues. In 2002, he is appointed Director General of Civil Aviation, and has been President of European Civil Aviation Conference and Vice-chairman of Eurocontrol. From 2007 to 2013, he was director of the cabinet of the Minister for Transports, then Ambassador, representing



France to ICAO. He chaired the 38th ICAO Assembly in 2013. Since 2104 he is Senior Adviser to the President and CEO of Airbus.

SESSION 1 — STAMPED: CERTIFICATION AND SUSTAINABILITY OF AVIATION ALTERNATIVE FUELS

Mitzi Gurgel Valente da Costa

Permanent Representative of Brazil to ICAO

She is a career diplomat since 1978 and has been Permanent Representative of Brazil to ICAO since September 2016. She was Ambassador of Brazil to the Sultanate of Omar for 5 years from 2011 to 2016, and also has extensive knowledge of environmental issues, having been head of negotiations on biodiversity, genetic resources, and forests for more than 8 years from 1997 to 2004.



Mark Rumizen

Senior Technical Specialist, Aviation Fuels, U.S. Federal Aviation Administration (FAA)

Mark Rumizen has been the Federal Aviation Administration's (FAA's) regulatory and technical expert for aviation fuels for over two decades. He has been employed by the FAA since 1991 and is currently the Senior Technical Specialist for aviation fuels in the Aircraft Certification Division. Mark is a member of the Commercial Aviation Alternative Fuels Initiative (CAAFI) steering committee and is the leader of the CAAFI Certification & Qualification Panel. He also serves on the Executive Subcommittee of the ASTM International Aviation Fuels Subcommittee and served as the Chairman of the ASTM International Aviation Synthetic Fuels Task Force. That task force developed ASTM standard D7566, the first specification for alternative aviation fuels. Mark helps guide aviation fuel research as



the FAA representative on the Coordinating Research Council (CRC) Aviation Fuels Steering Committee. He has a Bachelor of Science degree in Civil Engineering from the University of Buffalo and a Master of Business Administration (MBA) from Boston University.

Thomas Roetger

Assistant Director Environment Technology, IATA

Thomas Rötger joined IATA in 2008 as Assistant Director Environment Technology. His main activity is to implement IATA's strategy to reduce aviation's environmental impact through technological measures, in particular sustainable fuels. He is a member of various ICAO-CAEP working groups, namely the Alternative Fuel Task Force, where he co-leads the Sustainability Task Group, as well as WG2 (Operations) and WG3



(Emissions). He is chairman of the end-users chamber in the Roundtable on Sustainable Biomaterials (RSB), and rapporteur of the Environment and Energy working group in the Advisory Council for Aviation Research and Innovation in Europe (ACARE). From 1988 to 2008 he worked at Airbus in Toulouse and Hamburg, with a focus on environmental topics such as noise and emissions reduction. He studied physics and chemistry in Heidelberg, Hamburg and Grenoble and holds a doctoral degree in physics.

Norbert Schmitz

Managing Director, International Sustainability & Carbon Certification (ISCC)

Norbert Schmitz has studied business administration at the University of Cologne in Germany where he also acquired his PhD. He has worked several years for a leading European management consultancy before joining Meo Carbon Solutions, a Germany based management consultancy focussing on sustainability. While working with Meo, Norbert developed in a multistakeholder initiative ISCC, International Sustainability and Carbon Certification. Since 2010, he is Managing Director of ISCC System GmbH. Today, ISCC is a globally leading certification scheme with system users in 100 countries. 3,500 companies are using ISCC to proof sustainability along supply chains – from agricultural production, trade and conversion to the consumer markets. ISCC covers agricultural,



forestry and alternative feedstocks and products for various markets, including bioenergy and chemical/technical applications. The regional focus of Norbert's work is Europe, the Americas and South East Asia.

Daniel Strechay

U.S. Representative, Outreach and Engagement, Roundtable on Sustainable Palm Oil (RSPO)

Dan Strechay is the U.S. Representative, Outreach & Engagement for the RSPO. Based in New York, he is responsible for outreach and engagement activities to members and stakeholders in North America, as well as formalizing the RSPO's presence in this important market. Prior to joining the RSPO, Dan was the Senior Manager, Sustainability Communications for PepsiCo, located at the Purchase, NY headquarters where he worked on the implementation and communication of their "Performance with Purpose" vision, as well as providing support for the Office of Sustainability, Procurement, Public Policy and Government Affairs teams on sustainability issues and policies. Previously, Dan was a member of the Sustainability & Stakeholder Engagement Team in the Americas for Asia Pulp &



Paper, supporting the launch of company's zero deforestation policy, and the Group Director of Communications for the world's largest publicly traded metal and electronics recycling company, Sims Metal Management.

Elena Schmidt

Standards Director, RSB – Roundtable on Sustainable Biomaterials

Elena Schmidt (M.A., M.Sc.) has 10 years of experience in working with biomass and biomaterial sustainability standards, greenhouse gas assessments and certification. Elena leads the RSB standards development team and coordinates the development and update of sustainability standards in partnership with more than 100 members from all sectors. Prior to the RSB, Elena worked for Tüv Süd, a German certification body, where she was responsible for audit programs related to biofuels sustainability certification, green electricity certification and carbon footprints. Elena earned master's degrees in both environmental and political sciences.



Matthew Rudolf

Manager, Biofuels and Bio-Products, SCS Global Services

Matthew Rudolf is the Manager of the Biofuels and Bio-Products program at SCS Global Services. In that role, he serves as the global program manager for the following certification programs: RSB, ISCC, Bonsucro and RSPO. Prior to his work with SCS, Matt spent seven years helping to develop and roll out the Roundtable on Sustainable Biomaterials. Most recently Matt served as the Director of Business Development for RSB. In addition to his work on standards, Matt has also worked with The Earth Partners and Forest Trends as an expert on land restoration, biofuels and land carbon policy. Matt serves on the U.S. Biomass Research and Development Technical Advisory Committee, jointly run by the USDA and the US DOE.



SESSION 2 — IN THE TANK NOW: SUCCESSFUL DEPLOYMENT OF AVIATION ALTERNATIVE FUELS

Wendy Drukier

Permanent Representative of Canada to ICAO

Wendy Drukier (BA Honours [Politics, Economics], Queen's University, 1990; MA [International Affairs], Carleton University, 1995) is currently Permanente Representative of Canada to ICAO Council and Director General of the International Organizations Bureau at Global Affairs Canada. Previously, she was posted to San José, Costa Rica (2012-2015) where she served as Ambassador to Costa Rica, Honduras and Nicaragua. She was posted to Canada's Permanent Mission to the Organization of American States in Washington, DC (2010-2012) where she was the decentralized Director for the Hemispheric Affairs Division. Positions overseas include Colombia (2007-2009), Buenos Aires, Argentina (1999-2002) and Bogota, where she served as Second



Secretary and Counsellor, respectively. Mrs. Drukier joined the Department of Foreign Affairs and International Trade in 1997, during her time at HQ she has been the Deputy Director in the United Nations and Commonwealth Affairs Division (2005-2007), and Deputy Director in the Stabilization and Reconstruction Programs Division (2009-2010).

Jim Hileman

Chief Scientific and Technical Advisor for Environment, U.S. Federal Aviation Administration (FAA)

Dr. James (Jim) Hileman is the Chief Scientific and Technical Advisor for Environment and Energy for the Federal Aviation Administration. In this capacity, he serves as the agency's technical expert for basic and exploratory research, and advanced technology development focused on aircraft environmental impacts and its application to noise and emissions certification and policy, and the application of alternative fuels to mitigate environmental impacts. In addition to being a Chief Scientist for the FAA, Dr. Hileman is the Program Manager of the Aviation Sustainability Center (ASCENT), the FAA Center of Excellence for Alternative Jet Fuels and Environment, co-lead of the Environment Team of the Commercial Aviation Alternative Fuels Initiative (CAAFI) and the Co-Rapporteur of the Alternative Fuels Task Force of the International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection (CAEP). He has served as the Co-



Rapporteur of the Impacts Science Group of ICAO CAEP for three years. Dr. Hileman holds a B.S., M.S., and Ph.D. in Mechanical Engineering from the Ohio State University. He has over fifty technical publications.

Henrik Ermesta

Head of Aviation Regulation, Neste Corporation

Henrik Erametsa (M.Sc. in Mechanical Engineering), Head of Aviation Regulation, Neste, based in Espoo Finland. Henrik has more than 30 years of experience from engineering, energy, service and oil industries, where he has worked in various positions both in Finland and abroad.

In 2004-07 Henrik headed Neste's Houston office and in 2014-16 he was Head of US Federal Affairs, based in Washington DC. Henrik is Co-Chair of the EU Biofuels FlightPath 2020 initiative. Earlier within EU, Henrik has been a member of the Steering Committee of EBTP (Biofuels Technology Platform), the EIBI Team and the EIBI Coordination Group.



Angela Foster Rice

Managing Director – Environmental Affairs & Sustainability, United Airlines

Angela Foster-Rice is Managing Director of Environmental Affairs and Sustainability for United Airlines, where she leads the development of the company's environmental strategy. Foster-Rice and her team are responsible for United's environmental policy, sustainability measures, alternative fuels strategy, and regulatory compliance, with a focus on identifying solutions to reduce United's impact on the environment while striving to improve our business and the communities United serves. Prior to her current role, Foster-Rice practiced law for more than 15 years focusing on environmental, health & safety matters both in private practice and as in-house counsel for United. She holds a law degree from Northwestern University School of Law and a bachelor's degree in Environmental Studies from Rice University.



Fokko Kroesen

Corporate Environmental Manager, KLM

Fokko Kroesen is corporate environmental manager at KLM Royal Dutch Airlines with more than 20 years experience in the field of environmental management. He joined KLM Corporate to manage Environmental Strategy from 2005 and currently is responsible for KLM's sustainability policy on biofuels and climate issues. After an MSc degree in chemistry and postgraduate courses on environmental sciences in 1991, Fokko Kroesen worked at the University of Groningen and as consultant in Utrecht on environmental performance and certification projects at companies and governmental



bodies. Before joining KLM Corporate he has been implementing ISO 14001 at KLM Engineering & Maintenance and being environmental representative for KLM Ground operations at Schiphol airport.

Olav Mosvold Larsen

Senior Executive Advisor, Avinor/Oslo Airport

Mr. Olav Mosvold Larsen has been a Senior Advisor in Avinor's Strategy and Development department since 2007, with a special responsibility for issues related to innovation, climate change and the environment. Mr. Larsen is amongst others project manager of Avinor's jet biofuel project, and has been chair of ACI Europe's Environmental Strategy Committee. He holds a degree in political science and has previously worked as a researcher at the University of Oslo, Centre for Development and the Environment.



SESSION 3 — NEXT IN THE PRODUCTION LINE: WHAT TO EXPECT FOR FUTURE DEVELOPMENT AND PRODUCTION OF AVIATION ALTERNATIVE FUELS

Mohammad Salem

Alternate Representative of the United Arab Emirates to ICAO

Mohammad Salem currently serves as the UAE Alternative Representative to ICAO Council. Mohammad has over 16 years experience in Aviation in different positions and sectors. He holds degrees in Aircraft Engineering, and Business Management with high interest in green technology, information technology, and Fatigue Management.



Arne Roth

Bauhaus Luftfahrt

Dr. Arne Roth joined Bauhaus Luftfahrt in 2010 where he is currently leading the research focus area "Alternative Fuels". Important specific topics are fuel chemistry, the assessment of biomass potentials and the holistic evaluation and prioritization of renewable jet fuel alternatives produced from biomass and other regenerative feedstock and energy sources. He also serves as active member of the Working Group "Environment & Energy" of the "Advisory Council for Aviation Research and Innovation in Europe (ACARE)", where he acts as focal point for topics related to alternative fuels.

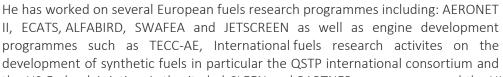


Before turning towards alternative fuels, he was concerned with chemical hydrogen storage in solid state materials. He studied Chemistry at the Bielefeld University, Germany, and holds a doctoral degree in Bioinorganic Chemistry from the Friedrich-Schiller-University Jena, Germany.

Simon Blakey

Senior Lecturer, University of Sheffield

Dr. Blakey is a Senior Lecturer in the Department of Mechanical Engineering at the University of Sheffield and Director of the LCCC. Much of his research activity has focused on the technical suitability of alternative fuels for aviation sector and the development of methods for the "fit for purpose" assessment of potential fuels and fuel compositions including combustion performance.





the US Federal Aviation Authority led CLEEN and PARTNER programmes, and the UK national alternative fuels programme: OMEGA. He is the on Alternative Fuels Working Group Leader within ECATS, a European Network of Excellence on Aviation and the Environment.

Glenn Johnston

Executive Vice President of Regulatory Affairs, Gevo Inc.

Glenn Johnston is the Executive Vice President of Regulatory Affairs for Gevo Inc. Mr. Johnston has over 25 years' experience in the biotech/chemical global regulatory arena. He currently serves as the chair of the regulatory committee and board member of the Advanced Biofuels Association (ABFA). Mr. Johnston currently chairs the ASTM Butanol Task Group and is the chair of the ASTM Alcohol to Jet task force. Mr. Johnston has been recognized multiple times by ASTM with the "Award of Excellence" for his dedication and contributions to developing standards. Prior to joining Gevo, Mr. Johnston was Director of Regulatory Affairs with NatureWorks, LLC, where he managed product stewardship issues and



integrated his work with global influences regarding toxicology, environmental, and safety.

He is currently a Member of ASTM D02, and has also been a Delegate of ISO TC61 and CENTC249, and a Member of ASTM D20. Mr. Johnston has participated on the board of directors of various industry trade associations and has published papers and given speeches on biotech/chemical regulatory framework throughout the globe.

Laurel Harmon

VP Government Relations, LanzaTech

Dr. Harmon provides policy direction and leadership on international legislative and regulatory matters and develops collaborative research and demonstration projects for LanzaTech. LanzaTech is the global leader in gas fermentation technology, offering novel and economic routes to a variety of products, including aviation fuel, from waste carbon streams. By recycling carbon, LanzaTech's solutions mitigate carbon emissions from industry without adversely impacting food or land security. LanzaTech's unique process, certified by the Roundtable on Sustainable Biomaterials and currently protected by over 200 granted patents, produces sustainable fuels and platform chemicals that serve as building blocks for everyday products such as rubber and plastics.



Dr. Harmon has over 25 years experience in policy matters and project development. She joined LanzaTech from Striatus Inc., where she consulted on legislation and

regulation, R&D projects and combinatorial discovery for advanced technologies, including energy and renewable fuels. After receiving her Ph.D. in Physical Chemistry from the University of Michigan, Dr. Harmon joined ERIM, a non-profit research organization, to conduct applied R&D for a variety of defense and other government customers. Later she was a technical co-founder of Nonlinear Dynamics, a company specializing in applied pattern recognition and data mining.

Bruno Miller

Managing Director of Fuels, Fulcrum Bioenergy

Managing Director of Fuels at Fulcrum Bioenergy, a pioneer in the development of a reliable and efficient process for transforming everyday household garbage into low-carbon transportation fuels including jet fuel and diesel. He is responsible for directing all of Fulcrum's fuels activities including sales, logistics, and regulatory affairs.

Dr. Miller has more than 15 years of experience in the air transportation industry. As a strategic sourcing manager in the fuel department at Northwest and Delta Airlines, he was responsible for the airline's fuel supply chain in the U.S. Northeast, Latin America



and Africa, including major airports in New York, Boston and Washington D.C. More recently, as Principal of Energy and Environment at Metron Aviation, he analyzed and developed strategies to strengthen the leadership of major global airlines on sustainability and environmental performance.

He has been Principal Investigator in a number of projects for the National Academy of Science's Airport Cooperative Research Program (ACRP) and was the co-chairman of the business team of the Commercial Aviation Alternative Fuels Initiative (CAAFI). He holds a Ph.D. in Air Transportation Systems as well as a M.S. and B.S. in Aeronautics and Astronautics and a M.S. in Technology and Policy from the Massachusetts Institute of Technology (MIT).

Michael B Lakeman

Director, Biofuel Technology Strategy, Boeing Commercial Airplanes

Michael Lakeman is the Director of Biofuel Technology Strategy at Boeing Commercial Airplanes and an Associate Technical Fellow for The Boeing Company Lakeman leads the strategy for Boeing's technology engagements across the globe. In this role he applies a broad set of expertise on biofuel supply chain technology, from feedstock through to fuel. In 2012, Boeing recognized Lakeman as an Associate Technical Fellow, a program that awards the top 1% of Boeing Employees for their technical vision, leadership and impact across the enterprise.



Lakeman serves on the board of several organizations: He is an external technical advisor for a several large research consortia, and government programs, and serves

as director for the Algae Foundation, a non-profit focused on outreach and education. Before joining Boeing in 2008, Lakeman was a senior research scientist at Imperium Renewables, where he led due diligence on advanced feedstocks for biodiesel production. He was awarded a Ph.D. in biology from the University of Washington, where he researched microalgal evolution and ecology. A native of New Zealand, Lakeman attained his Bachelor's degree of science in biological chemistry from the University of Canterbury before working on crop improvement genetics at the New Zealand Institute of Crop and Food Research.

Robert Wood

Head of Group Sustainability, Virgin Australia Airlines

Robert started his career as a lawyer but has worked in and around aviation for the last 10 years in commercial, government affairs and sustainability roles. His current work involves managing the sustainability programs of work for the Virgin Australia Group of Airlines – including all matters relating to the carbon strategy of the Group. He has a long standing interest in aviation biofuels having worked on their development and commercialisation since 2009. He is currently a member of the ICAO Alternative Fuels Task Force and the Global Market Based Measures Task Force.



Leigh Hudson

Sustainable Fuels & Carbon Manager, International Airlines Group (IAG)

Leigh is IAG's Sustainable Aviation Fuels and Carbon manager. Originally an industrial chemist, Leigh has extensive experience of sustainable development within multinational corporations. She holds an MSc in Corporate Environmental Management from the University of Surrey and is a Fellow of the Royal Society of Chemistry.



SESSION 4 — CATALYSING ENERGIES: INITIATIVES & PARTNERSHIPS FOR AVIATION ALTERNATIVE FUELS

Dionisio Méndez Mayora

Permanent Representative of Mexico to ICAO

In 1980, Dionisio Méndez Mayora graduated as Engineer from the *National Autonomous University of Mexico*, starting his professional career at the company *DESC Development Group* in the area of technology transfer and industrial safety. Shortly after, he collaborated with the Government of Mexico in the Ministry of Energy, Mines and Industry, occupying various positions, culminating in his appointment as Planning and Development Industry Director in the Mexican Petrochemical Commission. In the private sector he worked for the *Banco Nacional de Mexico* as Director of capital and financial engineering projects for energy and transport. In 1995 he joined the Ministry of Communications and Transportation of



Mexico, as Director of Transport and afterward he held the position of Deputy General Director of the Mexican Civil Aviation Administration. In 1997 he was appointed to the Permanent Mission of Mexico to ICAO as Technical Expert and in 2002 as Alternate Representative of Mexico to the ICAO Council, a position he held until May 30, 2007, when he was designated by the Government of Mexico as Permanent Representative to the Council.

Nate Brown

Head Advisor for Strategy & Implementation, U.S. Federal Aviation Administration (FAA)

Nate Brown is Alternative Jet Fuel Project Manager in the FAA's Office of Environment and Energy, the FAA office responsible for U.S. civil aviation environment & energy policy, research and development. Nate is responsible for management of alternative jet fuel R&D under the Continuous Lower Energy Emissions and Noise (CLEEN) program, coordination with other U.S. government agencies, and execution of international cooperative agreements. He manages FAA support for the Commercial Aviation Alternative Fuels Initiative (CAAFI) a public-private partnership to develop and deploy sustainable alternative jet fuels in which he also



serves as Head Advisor for Strategy and Implementation. Nate is also a participant in the International Civil Aviation Organization's (ICAO) Committee on Aviation Environmental Protection Alternative Fuels Task Force.

In the past Nate has worked for the U.S. Department of Transportation's Research and Innovative Technologies Administration (RITA) and on international climate change initiatives at the U.S. Department of State. Prior to joining the FAA he worked in international development and was a Peace Corps Volunteer in Ecuador. He holds a Masters degree in international environmental resource policy from the Fletcher School, Tufts University and a B.A. with honors from Haverford College.

María de la Rica Jiménez

Environmental Expert, SENASA

María de la Rica holds a B.S in Environmental Science and a MSc in Environmental Management from the Politechnical University of Madrid. She has been working for 7 years as an environmental expert at the Observatory of Sustainability in Aviation of SENASA, participating in Core-Jet fuel and ITAKA projects. In addition she works giving technical support to Spanish Air Safety Agency regarding environmental issues for the aviation sector. She has also worked as an assistant professor of Environment and Quality Management in Aeronautics at the Politechnical University of Madrid.



Mike Lu

Co-Founder and Coordinator, Brazilian Biojetfuel Platform

Biologist, business administrator from the University of Sao Paulo, CEO of Curcas Diesel Brasil, a biofuels systems integration company, co-founder and coordinator of the Brazilian Biojetfuel Platform, and Executive Secretary of Consorcio MacaubaBR

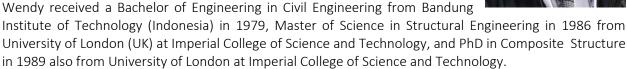


Wendy Aritenang

Senior National Expert on Aviation Environment of ICAO, DGCA Indonesia / ICAO TCB

Wendy Aritenang lives in Indonesia, he was born in Jakarta in December 1954. He retired from Government service since 2015. His previous career mostly in the government which include as the Bureau Chief for Planning of the Agency for Assessment and Application of Technology , Deputy Chairman of Batam Industrial Development Authority, Deputy Minister of Science and Technology, Secretary General of Ministry of Transport , Director General of Railway, Senior Advisor for the Minister of Transport. He also served as a Board member at several states owned companies including at Garuda Indonesia Airlines.





Yusfandri Gona

Director of Indonesia Public Service Agency on Flight

Earning his education in both Aeronautical and Flight Test Engineering, he is currently the Director of Indonesia Public Service Agency on Flight as well as the Chairman of Indonesia's Aviation Biofuels and Renewable Energy Task Force. With nearly 30 years of experience in the aviation industry, he is a leader in his field with vast experience in Aircraft Flight Testing, Airworthiness and Certification, Airline Operators Certification and Audit Management, and Aircraft Accident Investigation. Since 2006 he has also been active on aviation environmental and global climate change and mitigation forums, amongst them: UNFCCC, COP/MOP, APEC, Environmental Sustainable Transport Forum, Asean-EU, ICEF & AST Japan.



Jorge Nevarez Jacobo

Aeropuertos y Servicios Auxilares

Mr. Jorge Nevarez Jacobo is currently in Aeropuertos y Servicios Auxiliares, where he is responsible for 18 airports development and operations, responsible for 60 fuel farms operation and new strategies resulting due to the opening of Avgas and Jet fuel energy reform in Mexico, management in the technical, commercial and new businesses areas related to airport projects and fuel supply for the Mexican Government. His responsibilities also include energy reform strategies for ASA, negotiations with potential new suppliers in addition to PEMEX, developing of new airports in Mexico and international consulting deals for Latin America on behalf of ASA. Mr. Jorge Nevarez Jacobo has a degree in Mechanical and Electrical



Engineering from Universidad Iberoamericana in Mexico City and a degree from University of Waterloo in Ontario.

Alejandro Rios G

Director & Professor, Masdar Institute

Alejandro Ríos G. is the Director of the Sustainable Bioenergy Research Consortium (SBRC) and Professor of Practice at the Masdar Institute of Science and Technology (MIST). The SBRC was established by the MIST and has as its founding members Boeing, UOP-Honeywell and Etihad Airways, that together with associate member Safran, are spearheading research in the use of salt water and halophytes for the production of sustainable alternative aviation fuels.



Frederic Eychenne

New Energies Programme Manager, Airbus

Frederic Eychenne has been Airbus New Energies Programme Manager since May 2011 within the Environmental Affairs department. In this role, Frederic manages all the Airbus Alternative Fuels Value Chain Projects. He also contributes to all initiatives in conformance to the Airbus New Energies strategy. Frederic started his career in Toulouse (1987) working in Biometrics for an agronomic and seed selection. He joined another company (1991) to take the lead of a Business Unit for IS Project Management and Consulting activities. He joined Airbus (2002) in Concurrent Engineering Department playing a significant role in Process and Tools harmonization in developing new Product Data Management for Electricity and Systems Configuration



Management (CM) for the A380, A400M and A350 Programmes. Frederic was born in Toulouse in 1965. He graduated with an Engineering Degree in Computer Science.

SESSION 5 – GAME CHANGERS: FINANCING AND ASSISTANCE

Mercy Beatrice Awori

Permanent Representative of Kenya to ICAO

Mercy Beatrice Awori is the Representative of Kenya and The Eastern Region on the Council of the International Civil Aviation Organization (ICAO). She is the African Group Coordinator, the Current FORUM Coordinator and also the Chairperson of Air Transport Committee of the Council. Prior to her Appointment on the Council she was the Head of Air Transport at the Kenya Civil Aviation Authority (KCAA) and represented Kenya in several ICAO Meetings and Conferences. Mercy Awori holds a Master of Science in Air Transport Management from Cranfield University, School of Engineering and is an alumna of Leiden University and University of Nairobi. In addition she has several professional qualifications in aviation amongst others from Maastricht School of Management.



Her accolades in the Aviation Industry date back to the late 90's, when she authored several articles including one on the Montreal Convention, 1999. She served as an Assistant Secretary in the Civil Aviation Board at the Ministry of Transport and Communications (MOTC) in Kenya. She also represented the Permanent Secretary, Ministry of Transport on the Kenya Civil Aviation Authority (KCAA) Board, before joining the Authority. She has been nominated by Kenya on several high level International, Regional and National Committees and Task Forces related to aviation. She is passionate about aviation and has served Kenya's aviation industry with dedication and commitment.

The strong desire to use her privileged position of leadership to serve Member States to focus on the implementations of ICAO SARPs and strategic objectives, is what her current mandate is and her future goals are to collaborate with partners and stakeholders to seek innovative solutions to the challenges being faced by some of the Member States in the Eastern Region.

Eduardo Caldera Petit

Programme Coordinator, ICAO-European Union Assistance Project

Mr. Caldera-Petit is the Programme Coordinator of the ICAO-European Union Assistance Project on Capacity Building for CO₂ mitigation from International Aviation, which supports fourteen selected States in Africa and the Caribbean in the area of environmental protection. He has over ten years of experience in project management and policy advisory at the United Nations and international organisations leading development and international cooperation projects in Africa, Latin America and the Caribbean regions. Before joining ICAO, he worked as a Coordination Officer at the United Nations Development Programme (UNDP).



Melissa Hernandez

Programme Associate Energy, Infrastructure, Transport and Technology, UNDP

Melissa Hernandez is the Global Programme Associate for the Energy, Infrastructure, Transport and Technology team within UNDP – Global Environmental Finance Unit based in New York. She oversees the team's daily operations and project management cycle of over 190 EITT projects under development and implementation. Prior to joining UNDP-GEF, Melissa worked for over five years as part of the Outreach and Statistics team within UNDP- Human Development Report Office. Melissa holds a bachelor's degree in Political Science from Hunter College, and a Master's degree in Public Administration from Columbia University.



Mena Salib

Manager, Aircraft Noise and Emissions, Air Canada

Mena Salib is the Manager of Aircraft Noise and Emissions at Air Canada. Part of his role at Air Canada is contributing towards building a viable and sustainable path for aviation biofuels in Canada. His experience within the aerospace industry over the last 9 years covers mechanical system engineering to aerospace program management and strategy. He earned his bachelor of Mechanical Engineering from Concordia University in Montreal.



Theye Veen

CFO, SkyNRG

Theye Veen is CFO at SkyNRG and he has 17 years of experience in realizing new initiatives and building ventures. He is co-founder and president of the board of the Sweden based Fly Green Fund. The Fly Green Fund is a Nordic initiative founded by SkyNRG, NISA and Karlstad Airport, that enables organizations and individuals to reduce their carbon footprint by flying on bio jet fuel. It aims to secure the necessary funding to kick-start the market for sustainable jet fuel in the Nordics, by creating demand and at the same time supporting the development of production capacity from locally available feedstock.



Charlotte Hardenbol

Business Development Manager, SkyNRG

Charlotte Hardenbol is Business Development Manager at SkyNRG, focusing on the realization of regional supply chains for sustainable jet fuel. Before joining SkyNRG, Charlotte gained four years of experience as a senior consultant at Spring Associates, a strategy consulting firm with particular expertise in Energy and Renewables markets. Charlotte holds a Master's degree in Economics from the University of Amsterdam, specializing in Econometrics & Management Science, graduating at the Amsterdam Center for Entrepreneurship.



SESSION 6 – POLICY CHALLENGES AND NEW MECHANISMS

Mark Rodmell

Permanent Representative of the United Kingdom to ICAO

Mark Rodmell joined the UK Civil Service in 1990, and has worked across a range of projects including sustainable local transport plans, privatisation and public-private partnerships in railways and London Underground, industry relations, integrated policy appraisal and communications strategy.

Mark was first involved in aviation policy in 1992 when tasked with reviewing UK policy on aircraft noise. He was from 2003-2008 the UK Head of International Aviation Negotiations for North America and Asia-Pacific, with additional responsibility for facilitation policy. Most recently, he was Head of Aviation Security Policy and International Representation in the UK Department for Transport, and was the UK representative on the ICAO Aviation Security



Panel from 2008-2012, where he chaired the AVSEC Panel's Working Group on Threat and Risk. Mark Rodmell took up his post as United Kingdom Representative to ICAO in June 2012.

Robert Boyd

Manager Environment - Alternative Fuels, IATA

Robert Boyd holds the position of Manager Environment – Alternative Fuels, within the Environment department at the International Air Transport Association (IATA). His focus on alternative jet fuel is aimed to increase the global deployment while addressing policy, economic, sustainability and logistics challenges. Robert serves as a member of the United Nations ICAO Alternative Fuels Task Force and sits on the advisory board of the Carbon War Room and Canada's Biojet Supply Chain Initiative (CBSCI). Prior to joining IATA Robert was the Principal Economist for Virgin Australia Airlines



and co-lead of the renewable jet fuel team. After obtaining a bachelor's degree in Commerce and a post graduate diploma in Applied Finance, Robert spent nearly 10 years in banking for both JP Morgan in Australia and Morgan Stanley in London. He earned a Master's in Business Economics from the University of Queensland, Australia in 2008

Wendy Aritenang

Senior National Expert on Aviation Environment of ICAO, DGCA Indonesia / ICAO TCB

Wendy Aritenang lives in Indonesia, he was born in Jakarta in December 1954. He retired from Government service since 2015. His previous career mostly in the government which include as the Bureau Chief for Planning of the Agency for Assessment and Application of Technology , Deputy Chairman of Batam Industrial Development Authority, Deputy Minister of Science and Technology, Secretary General of Ministry of Transport , Director General of Railway, Senior Advisor for the Minister of Transport. He also served as a Board member at several states owned companies including at Garuda Indonesia Airlines.

He now works as a Senior National Expert on Aviation Environment of ICAO, under a cooperation project between DGCA Indonesia and ICAO TCB.

Wendy received a Bachelor of Engineering in Civil Engineering from Bandung Institute of Technology (Indonesia) in 1979, Master of Science in Structural Engineering in 1986 from University of London (UK) at Imperial College of Science and Technology, and PhD in Composite Structure in 1989 also from University of London at Imperial College of Science and Technology.

Jane Hupe

Deputy Director Environment, ICAO

Jane Hupe is the ICAO Director responsible for the environmental programme of the Organization. Ms. Hupe has been at the forefront of ICAO's efforts to define and promote policies and standards for an environmentally sustainable aviation which encompasses aircraft noise and aircraft engine emissions, local air quality and climate change, sustainable energy and market-based measures. Her responsibilities include directing ICAO environmental activities, and serving as the Secretary of the ICAO Council's Committee on Aviation Environmental Protection (CAEP). Ms. Hupe coordinates aviation and the environment activities with other International Organizations and she is also in charge of the Strategy on assistance and capacity-building of ICAO Member States in this area.



Contributing to the IPCC work as a lead author on aviation-related issues, she received a certificate acknowledging her contribution to the IPCC's award of the 2007 Nobel Peace Prize. Prior to joining ICAO, Ms. Hupe served as advisor on environmental matters to the Brazilian Aviation Authorities for 15 years. Ms. Hupe has a Master's degree in Aviation from the École Nationale de L' Aviation Civile (ENAC), Toulouse,

France, and many other post-graduate degrees, including in environmental auditing.

Yusfandri Gona

Director of Indonesia Public Service Agency on Flight

Earning his education in both Aeronautical and Flight Test Engineering, he is currently the Director of Indonesia Public Service Agency on Flight as well as the Chairman of Indonesia's Aviation Biofuels and Renewable Energy Task Force. With nearly 30 years of experience in the aviation industry, he is a leader in his field with vast experience in Aircraft Flight Testing, Airworthiness and Certification, Airline Operators Certification and Audit Management, and Aircraft Accident Investigation. Since 2006 he has also been active on aviation environmental and global climate change and mitigation forums, amongst them: UNFCCC, COP/MOP, APEC, Environmental Sustainable Transport Forum, Asean-EU, ICEF & AST Japan.



Lourdes Maurice

Executive Director Environment, U.S. Federal Aviation Administration (FAA)

Dr. Lourdes Maurice was selected as Executive Director of the Office of Environment and Energy in March 2011. In this capacity, she is responsible for developing, recommending, and coordinating national and international standards, policy and guidance, research and studies, and analytical capabilities on aviation environmental and energy matters. In addition, she represents the United States in the International Civil Aviation Organization Committee on Aviation Environmental Protection. Dr. Maurice oversees efforts to establish regulations and standards, provide guidance and technical assistance for FAA compliance with applicable



Federal environmental and energy statutes and regulations, and develop analytical tools and metrics to assess aviation environmental impacts. She also oversees policy, applied science, and technical research programs to address aviation's environmental and energy issues. She has authored over 100 publications and is a 2003 Fellow of AIAA.

Peter Vis

Adviser, European Commission, DG MOVE

Since late 2015 Peter VIS is an Adviser at the European Commission in DG MOVE (Transport & Mobility). He now specialises in the decarbonisation of transport. Prior to that he was the EU Visiting Fellow for 2014-15 at St. Antony's College, Oxford University, UK. There he co-edited a book entitled "EU Climate Policy Explained" published by Routledge (still in print).

He has worked for the European Commission in Brussels for 26 years, mostly in the areas of climate change, renewable energy and taxation. From 2010-2014 he was Head of Cabinet ("Chief of Staff") to the European Commissioner for Climate Action, Connie HEDEGAARD. He worked in the Cabinet of Andris PIEBALGS, European Commissioner for Energy from 2007-2010.



Pedro Scorza

Line Captain, GOL

Pedro Rodrigo Scorza is a Line Captain at GOL Airlines and senior technical advisor for renewable fuels and sustainability, also acted as Operations Control Director, Operations Director and Technical Operations Director. Since February 2015, he also acts as Director of Renewables for Aviation at Ubrabio (União Brasileira de Biodiesel e Bioquerosene). The executive began his professional career in 1989 and has been working at GOL since 2006. Pedro Scorza is graduated in Business Administration from PUC-RS (Catholic University of Rio Grande do Sul, Brazil) and has a Master degree in Management from UFRGS (Federal University of Rio Grande do Sul, Brazil).



Carlos Calvo Ambel

Transport & Environment, ICSA

Carlos joined Transport & Environment in January 2015 after working for a year in Brussels at DG Climate Action in the European Commission and at the Spanish Permanent Representation to the EU. Previously he was mainly employed in the private sector as a climate change consultant, advising clients on the clean development mechanism, the EU emissions trading system and other carbon reduction programmes. He joined T&E's team as a policy analyst and he is responsible for aviation biofuels within the organization. T&E is part of ICSA (International Coalition for Sustainable Aviation), an observer to ICAO. Carlos is part



of the group of experts on ICAO working on aviation biofuels, the Alternative Fuels Task Force. Carlos studied environmental sciences in Seville and completed a masters degree in public administration at Columbia University.

Michael Gill

Executive Director, Air Transport Action Group (ATAG)

Michael Gill is executive director of the Air Transport Action Group (ATAG), the only global association that represents all sectors of the air transport industry. Its mission is to promote aviation's sustainable growth for the benefit of global society. He was appointed as Director, Aviation Environment of the International Air Transport Association (IATA) in November 2013, with responsibility for developing and implementing IATA's work in the environment field, particularly in the areas of climate



change, noise, biofuel commercialisation and the IATA environmental assessment programme.

Prior to that, he spent six years as senior legal counsel in IATA, supporting IATA's external affairs portfolio. In that role, he led IATA's delegation to three ICAO diplomatic conferences on airline regulatory and security issues. He holds law degrees from both King's College, London and the Sorbonne University in Paris, as well as a masters degree from the University of Edinburgh. He is admitted as a solicitor of the Supreme Court of England and Wales and an avocat in France.

HIGH-LEVEL ROUNDTABLE - FLIGHTPATH TO MEXICO

Jane Hupe

Deputy Director Environment, ICAO

Jane Hupe is the ICAO Director responsible for the environmental programme of the Organization. Ms. Hupe has been at the forefront of ICAO's efforts to define and promote policies and standards for an environmentally sustainable aviation which encompasses aircraft noise and aircraft engine emissions, local air quality and climate change, sustainable energy and market-based measures. Her responsibilities include directing ICAO environmental activities, and serving as the Secretary of the ICAO Council's Committee on Aviation Environmental Protection (CAEP). Ms. Hupe coordinates aviation and the environment activities with other International Organizations and she is also in charge of the Strategy on assistance and capacity-building of ICAO Member States in this area.



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Mitzi Gurgel Valente da Costa

Permanent Representative of Brazil to ICAO

She is a career diplomat since 1978 and has been Permanent Representative of Brazil to ICAO since September 2016. She was Ambassador of Brazil to the Sulta nate of Omar for 5 years from 2011 to 2016, and also has extensive knowledge of environmental issues, having been head of negotiations on biodiversity, genetic resources, and forests for more than 8 years from 1997 to 2004.



Mohammad Salem

Alternate Representative of the United Arab Emirates to ICAO

Mohammad Salem currently serves as the UAE Alternative Representative to ICAO Council. Mohammad has over 16 years experience in Aviation in different positions and sectors. Hold degrees in Aircraft Engineering, and Business Management with high interest in green technology, information technology, and Fatigue Management.



Dionisio Méndez Mayora

Permanent Representative of Mexico to ICAO

In 1980, Dionisio Méndez Mayora graduated as Engineer from the *National Autonomous University of Mexico*, starting his professional career at the company *DESC Development Group* in the area of technology transfer and industrial safety. Shortly after, he collaborated with the Government of Mexico in the Ministry of Energy, Mines and Industry, occupying various positions, culminating in his appointment as Planning and Development Industry Director in the Mexican Petrochemical Commission. In the private sector he worked for the *Banco Nacional de Mexico* as Director of capital and financial engineering projects for energy and transport. In 1995 he joined the Ministry of Communications and Transportation of



Mexico, as Director of Transport and afterward he held the position of Deputy General Director of the Mexican Civil Aviation Administration. In 1997 he was appointed to the Permanent Mission of Mexico to ICAO as Technical Expert and in 2002 as Alternate Representative of Mexico to the ICAO Council, a position he held until May 30, 2007, when he was designated by the Government of Mexico as Permanent Representative to the Council.

Mercy Beatrice Awori

Permanent Representative of Kenya to ICAO

Mercy Beatrice Awori is the Representative of Kenya and The Eastern Region on the Council of the International Civil Aviation Organization (ICAO). She is the African Group Coordinator, the Current FORUM Coordinator and also the Chairperson of Air Transport Committee of the Council. Prior to her Appointment on the Council she was the Head of Air Transport at the Kenya Civil Aviation Authority (KCAA) and represented Kenya in several ICAO Meetings and Conferences. Mercy Awori holds a Master of Science in Air Transport Management from Cranfield University, School of Engineering and is an alumna of Leiden University and University of Nairobi. In addition she has several professional qualifications in aviation amongst others from Maastricht School of Management.



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Panel from 2008-2012, where he chaired the AVSEC Panel's Working Group on Threat and Risk. Mark Rodmell took up his post as United Kingdom Representative to ICAO in June 2012.

WRAP-UP AND CLOSING

Boubacar Djibo

Director, Air Transport Bureau, ICAO

Boubacar Djibo was appointed Director of the Air Transport Bureau of ICAO in November 2011. His current duties include the management of programmes to achieve three of the five strategic objectives of the Organization, namely security and facilitation, economic development of air transport, as well as environmental protection. Before joining ICAO, Mr. Djibo, who has more than 30 years of experience in aviation, was Secretary General of the African Civil Aviation Commission (AFCAC). While there, in order to execute a sustainable civil aviation system in Africa, he worked on key initiatives in the areas of regional coordination for the implementation of the ICAO Standards and Recommended Practices relating to safety and security, the implementation of the Yamoussoukro Decision for the liberalization of air services, training and capacity building together with



the African Union, African regional economic communities, ICAO, International Air Transport Association (IATA), Airports Council International (ACI) and African Airlines Association (AFRAA). In an aviation career beginning in 1984, he occupied a number of key positions, including Director of Civil Aviation of Niger and ICAO Project Coordinator. He also served on the Boards of Directors of Air Afrique and the Agency for Aerial Navigation Safety in Africa and Madagascar (ASECNA).