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International Civil Aviation Organization  
African Flight Procedure Programme

**Extraordinary Meeting of the African Flight Procedure Programme Steering Committee**  
(14 January 2022)

**Agenda item 2: Review of the implementation status of the programme**  
**Working paper 2.3: Project budget**

(Presented by the Secretariat)

**EXECUTIVE SUMMARY**

This paper provides a review of the budget which was approved by the Steering Committee of the African Flight Procedure Programme (AFPP) during its 6<sup>th</sup> meeting on 3 September 2020 (SC/6) and the corresponding expenditures and contributions. It also provides an overview of the payment status of the payment requests which were issued since SC/6.

**Action:** The Steering Committee meeting is invited to take note of the information provided in this paper.

**REFERENCES**

Report of the 6<sup>th</sup> meeting of the Steering Committee

**1. INTRODUCTION**

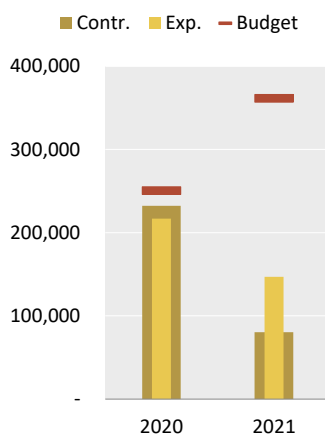
1.1 During its 6<sup>th</sup> meeting, the steering committee of the AFPP reviewed and approved a revised budget for the period until the scheduled end date of Phase II on 7 February 2022.

1.2 The present paper provides a review of this approved budget and the corresponding expenditures, outstanding commitments and received contributions for the period from 1 January 2020 to 30 September 2021.

## 2. DISCUSSION

### 2.1 Approved budget (SC/6) vs. actual expenditures and contributions

#### *Overview at project level*



2.1.1 The figure above shows a comparison of the approved budget for 2020 and 2021 (in United States dollars) with the corresponding expenditures (including outstanding commitments) and received contributions as at 30 September 2021<sup>1</sup>. The main observations are the following:

- a) In 2020, the expenditures amount to about 90 per cent of the approved budget. The gap is due to the date of the Steering Committee meeting in September that year, when most of the expenditures had already been made.
- b) In 2021, the expenditures as at 30 September are about 60 per cent below the approved budget. The expenditures exceed the received contributions by about US\$ 65,000.

#### *Review by category of expenses*

Item	2020 Budget	2020 Actual	2020 Actual / budget	2021 Budget	2021 Actual	2021 Actual / budget
Expenses	250,487	216,996	87%	361,500	147,098	41%
Project personnel	164,000	147,268	90%	200,600	110,597	55%
International travel		8,226	-	80,000	14,597	18%
Equipment	3,000		-	3,000		-
Subcontracts	55,487	50,503	91%	37,000		-
Miscellaneous	28,000	11,000	39%	40,900	21,903	54%

<sup>1</sup> Financial statements are issued at the end of each quarter. The financial statement as at 30 September 2021 was the most recent one at the time of writing.

Contributions	(250,487)	(232,225)	93%	(361,500)	(80,322)	22%
Balance	-	(15,228)	N/A	-	66,776	N/A

2.1.2 The table above shows a review of the approved budget for 2020 and 2021 (in United States dollars) with the corresponding expenditures and received contributions as at 30 September 2021. The main observations are the following:

- a) Expenditures are overall close to the budget for 2020 due to the date at which the budget was calculated.
- b) For 2021, the expenditures as at 30 September should correspond to 75 per cent of the budget. The actual expenditures however are substantially less. The overestimations are due to:
  - 1) A buffer in the budget for the AFPP Manager and the recruitment of local support staff which was not carried out;
  - 2) Significantly less travel than estimated due to the COVID-19 pandemic; and
  - 3) Reduced overhead cost (which is included in 'Miscellaneous') as a result of the savings described above.

## 2.2 Current fund balance

Item	Amount (US\$)
Balance as at 1 January 2020	217,180
Contributions	312,546
Expenses	(364,094)
Balance as at 30 September 2021	165,632

2.2.1 As shown in the table above, the expenditures during 2020 and the first 9 months of 2021 exceed the received contributions by approximately US\$ 50,000. Given the project balance of about US\$ 215,000 on 1 January 2020, the balance as at 30 September 2020 is close to US\$ 165,000.

## 2.3 Status of payment requests

2.3.1 Between January 2020 and September 2021, a total of 30 payment requests for a total amount of US\$ 978,884 were issued. These payment requests covered:

- a) Outstanding payments from the period prior to January 2020;
- b) Annual contributions for the period from January 2020 onwards; and
- c) The payment of services delivered by the AFPP, such as assistance with the design of flight procedures or the delivery of training and workshops.

2.3.2 Out of these 30 payment requests, 15 were settled (at least in part), and contributions of about US\$ 310,000 were received.

## 2.4 **Additional information**

2.4.1 The summary of outstanding membership fees by Active Member is provided in Appendix 1.

2.4.2 The budget which was approved during the meeting SC/6 is provided in Appendix 2.

2.4.3 The financial statements for the expenditures during 2020 and from January to September 2021 are provided in Appendices 3 and 4.

2.4.4 The payment requests sent and contributions received during this period are provided in Appendix 5.

## 3. **CONCLUSION**

3.1 The project budget which was approved during SC/6 was not fully implemented. The differences between the budget and the actuals and forecast are mainly due to the delayed recruitment of local support staff and the effects of the COVID-19 pandemic, due to which mission travel, training activities and on-site assistance were mostly done virtually. Although the expenses since SC/6 exceed the received contributions by about US\$ 50,000, a balance of close to US\$ 165,000 is available as at 30 September 2021.

3.2 The Steering Committee meeting is invited to take note of the information presented in this paper.

## APPENDIX 1

## OUTSTANDING ANNUAL CONTRIBUTIONS BY ACTIVE MEMBER AS AT SEPTEMBER 2021

Entity	Outstanding amount (US\$)
Angola - National Institute of Civil Aviation	50,127
Botswana - Civil Aviation Authority of Botswana	30,000
Burkina Faso - Direction Générale de l'Aviation Civile et de la Météorologie	18,119
Cabo Verde - Civil Aviation Authority	40,000
Comoros - Agence Nationale de l'Aviation Civile et de la Météorologie	20,000
Congo - Agence Nationale de l'Aviation Civile	20,000
Democratic Republic of the Congo - Autorité de l'Aviation Civile	30,000
Djibouti - Direction de l'Aviation Civile et de la Météorologie	60,000
Eswatini - Eswatini Civil Aviation Authority	13,425
Gabon - Agence Nationale de l'Aviation Civile	10,025
Gambia - Gambia Civil Aviation Authority	70,050
Ghana - Ghana Civil Aviation Authority	30,030
Guinea - Direction Nationale de l'Aviation Civile	40,000
Kenya - Kenya Civil Aviation Authority	10,150
Mauritania - Agence Nationale de l'Aviation Civile	10,015
Mozambique - Aeroportos de Moçambique	40,030
Nigeria - Nigerian Civil Aviation Authority	60,015
Sao Tome and Principe - International Airport of Sao Tome	10,000
Senegal - Agence Nationale de l'Aviation Civile et de la Météorologie	20,000
Senegal - ASECNA <sup>2,3</sup>	190,428
Uganda - Uganda Civil Aviation Authority	20,000
United Republic of Tanzania - Tanzania Civil Aviation Authority	30,000
Zimbabwe - Civil Aviation Authority of Zimbabwe	11,480
<b>Total</b>	<b>833,895</b>

<sup>2</sup> Payment request for 2021 for the Active Members which are Member States of ASECNA, i.e. Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea-Bissau, Madagascar, Mali, Mauritania, Niger, Senegal, Togo (17\*\$10,000=\$170,000), plus \$20,220 for the outstanding payment for 036/2020-1-RAF14801.

<sup>3</sup> The contribution was received on 20 December 2021 and will be reflected in the financial statement for the end of the year.



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APPENDIX 2

BUDGET AS APPROVED DURING THE 6<sup>TH</sup> MEETING OF THE STEERING COMMITTEE

Item	Description	Budget	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Expenses</b>		<b>1,734,380</b>	<b>18,801</b>	<b>116,173</b>	<b>125,418</b>	<b>230,074</b>	<b>250,274</b>	<b>309,253</b>	<b>250,487</b>	<b>361,500</b>	<b>72,400</b>
	Project personnel	729,233				59,517	91,901	169,115	164,000	200,600	44,100
	International professional posts	696,833				59,517	91,901	169,115	164,000	172,100	40,200
	AFPP Manager (Phase I)	114,745				59,517	55,228				
	AFPP Manager (Phase II)	573,048					36,673	160,075	164,000	172,100	40,200
	PBN Course Development Expert and Facilitator	9,040						9,040			
	Locally recruited support staff	32,400								28,500	3,900
	Administrative Assistant	21,400								18,800	2,600
	Information Technology (IT) Specialist	11,000								9,700	1,300
	International travel	520,875	17,018	48,271	72,157	147,720	63,283	77,426		80,000	15,000
	Equipment	115,318		45,104	37,178		289	23,747	3,000	3,000	3,000
	Subcontracts	176,470		291	951	785	69,973	9,983	55,487	37,000	2,000
	Miscellaneous	192,484	1,783	22,507	15,132	22,052	24,828	28,982	28,000	40,900	8,300
	Sundry	34,762	74	12,583	2,897	771	2,293	1,244	5,200	8,000	1,700
	Overhead Charges	157,722	1,709	9,924	12,235	21,281	22,535	27,738	22,800	32,900	6,600
<b>Contributions</b>		<b>(1,734,380)</b>	<b>(18,801)</b>	<b>(116,173)</b>	<b>(125,418)</b>	<b>(230,074)</b>	<b>(250,274)</b>	<b>(309,253)</b>	<b>(250,487)</b>	<b>(361,500)</b>	<b>(72,400)</b>
<b>Balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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APPENDIX 3

FINANCIAL STATEMENT FOR 2020

Schedule XI

**Sundry Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight  
Procedure Capability in the Participating States  
Management Service Agreement  
RAF14801

(in United States dollars)

Financial Status From Accounts as at 31 December 2019

Purchase Order No.	Purchase Order Description	Total
	Professional Liability Insurance	
	Report costs	
	Other Sundry Expenses	
	*	1,244
	<b>Total</b>	<b>1,244</b>
<b>Commitments outstanding (POs and Contracts) known up to 31 December 2019</b>		
Purchase Order No.	Purchase Order Description	Total
	Professional Liability Insurance	
	Report costs	
	Other Sundry Expenses	
	<b>Total</b>	<b>-</b>
<b>Grand Total (Expenses and Commitments)</b>		<b>1,244</b>

\* Purchases or charges which are not covered by Purchase Orders.

**Contributions and Transfer of Funds**

**African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
Management Service Agreement  
RAF14801**

As at 31 December 2020  
(in United States dollars)

**Contributions**

Date Received	Currency	Currency Amount	USD Amount	Exchange Rate	Description
2020/02/12	USD	10,000	10,000	1	SOMALIA - RAF14801 - PR# 035/2019-RAF14801
2020/03/18	CAD	13,186	9,590	0.73	ZIMBABWE - RAF14801 - PR#043/2020-RAF14801
2020/05/01	USD	9,465	9,465	1	ENDEAVOUR AVIATION SARL - RAF14801 - PR# 038/2018-RAF14801
2020/05/04	USD	139,975	139,975	1	ASECNA - RAF14801 - PR# 036/2020-RAF14801
2020/06/26	USD	9,970	9,970	1	KENYA - RAF14801 - PR# 016/2020-RAF14801
2020/10/21	USD	18,855	18,855	1	ESWATINI - RAF14801 - PR# 040/2020-RAF14801
2020/12/02	USD	10,682	10,682	1	GAMBIA - RAF14801 - Payment Request 100/2020-RAF14801
		<u>212,133</u>	<u>208,537</u>		

**Transfer To/From Other Funds**

Date Received	Currency	Currency Amount	USD Amount	Exchange Rate	Description
2020/01/17	USD	6,007	6,007	1	Transfer from project RAF14801SF to project RAF14801
2020/12/10	USD	5,800	5,800	1	Transfer from project SOM95901 to project RAF14801
2020/12/17	USD	10,000	10,000	1	Transfer from project SOM95901 to project RAF14801
2020/12/31	CAD	2,404	1,881	0.78	Burkina- Payment Request 004/2019-RAF14801 (Fund transfer from ROD16101-12 to RAF14801-01)
		<u>24,211</u>	<u>23,688</u>		



Schedule II

**Expert Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
 RAF14801

(in United States dollars)

Financial Status From Accounts as at 31 December 2020

Purchase Order No.	Resource No.	Expert	Salary	Other Entitlements	Travel Costs	DSA	Total
*	50227	MR. ALEXANDRE DAMIBA	141,713	-	-	-	141,713
22611277	50327	MR. EDUARD HAJEK	5,500	-	-	-	5,500
*	99999	VARIOUS / OTHERS	-	55	-	-	55
<b>Total</b>			<b>147,213</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>147,268</b>

Schedule VI

**Travel Mission Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the  
 Participating States  
 Management Service Agreement  
 RAF14801  
 (in United States dollars)

Financial Status From Accounts as at 31 December 2020

TA No.	Resource No.	Expert	DSA	Terminal Allowance	Travel cost	Others	Total	
206497	50227	MR. ALEXANDRE DAMIBA	-	-	(1,829)	-	(1,829)	
206329	50277	MS. NAKETA CONLEY	-	-	2,354	-	2,354	
206514	99999	VARIOUS / OTHERS	(714)	-	-	-	(714)	
207244	99999	VARIOUS / OTHERS	361	-	-	-	361	
207491	99999	VARIOUS / OTHERS	2,337	-	5,691	25	8,053	
<b>Total</b>							<b>1,984</b>	<b>8,226</b>
					<b>6,217</b>	<b>25</b>	<b>8,226</b>	

**Subcontracts Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
 RAF14801  
 (in United States dollars)

Financial Status From Accounts as at 31 December 2020

Purchase Order No.	Purchase Order Description	Total
<b>Local Subcontracts</b>		
22203114	Interpretation services during SC/6 on 03.09.2020 by Ndiack Ba	1,008
22203115	Interpretation services during SC/6 on 03.09.2020 by MARIE-AÏSSATOU (AÏDA) DIOP WANE	1,008
22502063	Procurement of Software Maintenance Services for the African Flight Procedure Programme (AFPP)	48,487
<b>International Subcontracts</b>		
<b>Total</b>		<b>50,503</b>

Schedule X

**Equipment Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
 RAF14801  
 (in United States dollars)  
 Financial Status From Accounts as at 31 December 2020

Purchase Order No.	Purchase Order Description	Total
<b>International</b>		
22501884	Software's maintenance for 2016 and 2017 for the African Flight Procedure Programme (AFPP).	-
<b>Operation and Maintenance</b>		
<b>Local</b>		
<b>Total</b>		-

**Sundry Expenses and Estimated Commitments**

African Flight Procedure Programme (AFP) to Enhance Sustainable Instrument Flight  
 Procedure Capability in the Participating States  
 Management Service Agreement  
 RAF14801

(in United States dollars)  
 Financial Status From Accounts as at 31 December 2020

Purchase Order No.	Purchase Order Description	Total
	Professional Liability Insurance	
	Report costs	
	Other Sundry Expenses *	5,867
	<b>Total</b>	<b>5,867</b>

*Note 1— The item “Other Sundry Expenses” corresponds to banking charges for the transfer of salaries, DSA payments, etc., and charges for the shipping of documents such as original contracts, UNLP, etc.*

Schedule XII

**Administrative Overhead Expense and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
**RAF14801**  
 (in United States dollars)

Financial Status From Accounts as at 31 December 2020

Overhead Accounts		Amount	Percentage	Amount of Overhead
1	International Experts, OPAS and Consultants	147,268	10.00%	14,727
4	Travel on Official Business International	8,226	10.00%	823
8	International Subcontract without Purchase Order	-	0.00%	-
9	Local Subcontract without Purchase Order	-	10.00%	-
14	Exp & Non Exp International Equipment Costs without Purchase Order	-	0.00%	-
18	All Sundry/Misc Costs	5,867	10.00%	587
<b>Total</b>				<b>16,136</b>

Purchase Order No.	Purchase Order Description	Amount of Overhead
22203114	Interpretation services during SC/6 on 03.09.2020 by Ndiack Ba	101
22203115	Interpretation services during SC/6 on 03.09.2020 by MARIE-AÏSSATOU (AÏDA) DIOP WANE	101
22501884	Software's maintenance for 2016 and 2017 for the African Flight Procedure Programme (AFPP).	531
22502063	Procurement of Software Maintenance Services for the African Flight Procedure Programme (AFPP)	4,849
<b>Total</b>		<b>5,582</b>

**Other Administrative Overhead**

**Total Expenses** 21,718

**APPENDIX 4**

**FINANCIAL STATEMENT FOR JANUARY TO SEPTEMBER 2021**

**Statement of Estimated Fund Balance**

**African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
Management Service Agreement  
RAF14801  
As at 30 September 2021  
(in United States dollars)**

**Financial Status from accounts:**

<b>Balance of Surplus (Deficit) as at 1 January 2021</b>	232,409	
<b>Adjustment</b>	<u>-</u>	
<b>Adjusted Balance of Surplus (Deficit) as at 1 January 2021</b>		232,409
<b>Add/(Deduct):</b>		
Contributions Received (Schedule I)	80,322	
Transfer of Funds to/from Other Funds (Schedule I)	-	
Interest Earned and Accrued	-	
Foreign Currency Exchange Gain(Loss) and other Income (Note 5)	(6,104)	
Refund of Contributions	-	
Interest Expenses	-	
Refund of Interest Earned	-	
	<u>74,218</u>	
		306,626
<b>Deduct Expenses (Note 1):</b>		
Experts (Schedule II)	110,597	
Administrative Support Personnel (Schedule III)	-	
United Nations Volunteers (Schedule IV)	-	
Travel on Official Business (Schedule V)	-	
Mission Costs (Schedule VI)	14,597	
National Professionals (Schedule VII)	-	
Subcontracts (Schedule VIII)	-	
Fellowships (Schedule IX)	-	
Equipment (Schedule X)	-	
Sundry (Schedule XI)	2,982	
Administrative Overhead (Schedule XII) (Note 2)	12,818	
	<u>140,994</u>	
<b>Fund Balance/(Deficit Balance) as at 30 September 2021</b>		<b>165,632</b>

**Contributions and Transfer of Funds**

**African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
Management Service Agreement  
RAF14801**

**As at 30 September 2021  
(in United States dollars)**

**Contributions**

Date Received	Currency	Currency Amount	USD Amount	Exchange Rate	Description
2021/01/08	USD	3,425	3,425	1	SAO TOME AND PRINCIPE (ENASA) - RAF14801 - PR# 002/2020-RAF14801
2021/02/10	USD	10,000	10,000	1	UGANDA - RAF14801 - PR# 025/2020-RAF14801
2021/03/11	USD	20,024	20,024	1	NIGER - RAF14801 - PR# 101-2020-RAF14801
2021/05/26	USD	14,200	14,200	1	SOMALIA - RAF14801 - PR# 035/2021-RAF14801
2021/07/06	USD	10,454	10,454	1	SAO TOME& PRINCIPE - RAF14801 - PR# 045/2021-RAF14801
2021/07/23	USD	10,000	10,000	1	TANZANIA - RAF14801 - PR# 023/2020-RAF14801
2021/08/05	USD	12,219	12,219	1	GUINEA - RAF14801 - PR# 046/2021-RAF14801
		<u>80,322</u>	<u>80,322</u>		

**Transfer To/From Other Funds**

Date Received	Currency	Currency Amount	USD Amount	Exchange Rate	Description
		-	-		



Schedule II

**Expert Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States

Management Service Agreement  
RAF14801

(in United States dollars)

Financial Status From Accounts as at 30 September 2021

Purchase Order No.	Resource No.	Expert	Salary	Other Entitlements	Travel Costs	DSA	Total
*	50227	MR. ALEXANDRE DAMIBA	110,597	-	-	-	110,597
<b>Total</b>			<b>110,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>110,597</b>

Schedule VI

**Travel Mission Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
**RAF14801**  
 (in United States dollars)

Financial Status From Accounts as at 30 September 2021

TA No.	Resource No.	Expert	DSA	Terminal Allowance	Travel cost	Others	Total
207692	50227	MR. ALEXANDRE DAMIBA	993	-	297	-	1,290
207685	99999	VARIOUS / OTHERS	1,222	-	2,281	102	3,605
207686	99999	VARIOUS / OTHERS	1,316	-	2,281	-	3,597
207691	99999	VARIOUS / OTHERS	3,706	-	1,118	-	4,824
207705	99999	VARIOUS / OTHERS	1,281	-	-	-	1,281
<b>Total</b>			<b>8,518</b>	<b>-</b>	<b>5,977</b>	<b>102</b>	<b>14,597</b>

**Sundry Expenses and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
**RAF14801**  
 (in United States dollars)  
**Financial Status From Accounts as at 30 September 2021**

Purchase Order No.	Purchase Order Description	Total
	Professional Liability Insurance	
	Report costs	
	Other Sundry Expenses *	2,982
	<b>Total</b>	<b>2,982</b>

*Note 2— The item “Other Sundry Expenses” corresponds to banking charges for the transfer of salaries, DSA payments, etc., and charges for the shipping of documents such as contracts, UNLP, etc.*

Schedule XII

**Administrative Overhead Expense and Estimated Commitments**

African Flight Procedure Programme (AFPP) to Enhance Sustainable Instrument Flight Procedure Capability in the Participating States  
 Management Service Agreement  
**RAF14801**  
 (in United States dollars)

Financial Status From Accounts as at 30 September 2021

	Overhead Accounts	Amount	Percentage	Amount of Overhead
1	International Experts, OPAS and Consultants	110,597	10.00%	11,060
4	Travel on Official Business International	14,597	10.00%	1,460
18	All Sundry/Misc Costs	2,982	10.00%	298
	<b>Total</b>			<b>12,818</b>

Purchase Order No.	Purchase Order Description	Amount of Overhead

**Total** -

**Other Administrative Overhead**

**Total Expenses** **12,818**

## APPENDIX 5

PAYMENT REQUESTS AND RECEIVED CONTRIBUTIONS FROM JANUARY 2020 TO  
SEPTEMBER 2021

Entity	Invoiced	Received	Balance
Angola - National Institute of Civil Aviation (INAVIC)	50,000		50,000
037/2021-RAF14801	50,000		50,000
Botswana - Civil Aviation Authority of Botswana (CAAB)	30,000		30,000
003/2021-RAF14801	30,000		30,000
Burkina Faso - Direction Générale de l'Aviation Civile et de la Météorologie		(1,881)	(1,881)
004/2019-RAF14801		(1,881)	(1,881)
Cabo Verde - Civil Aviation Authority (AAC)	40,000		40,000
005/2021-RAF14801	40,000		40,000
Côte d'Ivoire - Endeavour Aviation Services SARL	9,465	(9,465)	-
038/2020-RAF14801	9,465	(9,465)	-
Democratic Republic of the Congo - Autorité de l'Aviation Civile (AAC)	30,000		30,000
012/2021-RAF14801	30,000		30,000
Djibouti - Direction de l'Aviation Civile et de la Météorologie	60,000		60,000
011/2021-RAF14801	60,000		60,000
Eswatini - Civil Aviation Authority (ESWACAA)	32,280	(18,855)	13,425
040/2020-RAF14801	18,855	(18,855)	-
001/2021-RAF14801	13,425		13,425
Gambia - Gambia Civil Aviation Authority (GCAA)	80,732	(10,682)	70,050
008/2020-RAF14801	40,025		40,025
100/2020-RAF14801	10,707	(10,682)	25
014/2021-RAF14801	30,000		30,000
Ghana - Ghana Civil Aviation Authority (GCAA)	30,000		30,000
015/2021-RAF14801	30,000		30,000
Guinea - Agence de la Navigation Aérienne (ANA)	12,284	(12,219)	65
046/2021-RAF14801	12,284	(12,219)	65

Entity	Invoiced	Received	Balance
ICAO - ICAO Safety Fund (SAFE)		(6,007)	(6,007)
N/A		(6,007)	(6,007)
Kenya - Kenya Civil Aviation Authority (KCAA)	10,000	(9,970)	30
016/2020-RAF14801	10,000	(9,970)	30
Mozambique - Aeroportos de Moçambique (ADM)	40,000		40,000
019/2021-RAF14801	40,000		40,000
Niger - Agence Nationale de l'Aviation Civile (ANAC)	20,024	(20,024)	-
101/2020-RAF14801	20,024	(20,024)	-
Nigeria - Nigerian Civil Aviation Authority (NCAA)	60,000		60,000
021/2021-RAF14801	60,000		60,000
Sao Tome and Principe - International Airport of Sao Tome	23,879	(13,879)	10,000
002/2020-RAF14800	3,425	(3,425)	-
002/2021-RAF14800	10,000		10,000
045/2021-RAF14801	10,454	(10,454)	-
Senegal - Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar (ASECNA)	330,220	(139,975 )	190,245
036/2020-RAF14801	140,000	(139,975 )	25
036/2021-RAF14801 <sup>2,3</sup>	190,220		190,220
Somalia - Somalia Civil Aviation Authority (SCAA)	30,000	(40,000)	(10,000)
035/2019-RAF14801		(10,000)	(10,000)
035/2019R-RAF14801	5,800	(5,800)	-
035/2020R-RAF14801	10,000	(10,000)	-
035/2021-RAF14801	14,200	(14,200)	-
Uganda - Uganda Civil Aviation Authority (UCAA)	30,000	(10,000)	20,000
025/2020-RAF14801	10,000	(10,000)	-
025/2021-RAF14801	20,000		20,000
United Republic of Tanzania - Tanzania Civil Aviation Authority (TCAA)	40,000	(10,000)	30,000
023/2021-RAF14801	40,000	(10,000)	30,000

Entity	Invoiced	Received	Balance
Zimbabwe - Civil Aviation Authority of Zimbabwe (CAAZ)	20,000	(9,590)	10,410
043/2020-RAF14801	10,000	(9,590)	410
043/2021-RAF14801	10,000		10,000
Total	978,884	(312,546)	666,338