

Appendix B

ADDRESS BY THE SECRETARY OF AFCAC MS. ADEFUNKE ADEYEMI DURING THE AIRPORTS AND AIR NAVIGATION USER CHARGES WORKSHOP – DAKAR, SENEGAL (13-14 MARCH, 2023)

The ICAO RD-WACAF – Mr. Prosper Zo'o Minto'o

The Secretary General of AFRAA – Mr. Abderahmane Berthe

The Director Africa Affairs, CANSO – Mr. Thabani Myeza

The President, Airports Council International Africa – Mr. Emmanuel Chaves

IATA Regional Director, Airports, Passenger, Cargo, Security and Facilitation – Mr. Kashif Khalid

Distinguished Participants

Ladies and Gentlemen.

It is my great honour to welcome and appreciate your attendance and participation at this all-important workshop on Airports and Air Navigation User Charges Workshop.

Let me start by saying that Air transport by nature has its own particular characteristic including its international regulatory structures, agreements, and arrangements. The airline industry in particular is brutally competitive and ever changing. Operating costs are still very high for airlines in Africa and ticket fares very expensive for travelers in many cases, some of the most expensive tickets in the world. Thus, high aviation charges, taxes, and fees limit traffic growth, and by extension, the functions and catalytic importance of civil aviation in socio-economic development and Africa's continental integration.

Whatever the type of taxes, charges and fees, whether they are directly collected from the passengers or the airlines, it all adds up to the cost of travel that ultimately will be borne by the travelling public as these are reflected to the passengers as costs of tickets. Therefore, unilateral and excessive imposition of taxes charges and fees on air transport in Africa must be avoided as some of these taxes are not supported by transparent detailed financial information demonstrating cost-relatedness, while specific regulations that will minimize fees and charges in aviation must be addressed.

Increased taxes, together with rising charges and fees, remain a threat to the sustainability of African aviation. According to the AfDB Market Access Study (Nov. 2019), high value of airport taxes, fees and charges is one of the main barriers to the development of traffic in the African countries. African regions, excluding the North Africa region, have reported values clearly above the average calculated for Asia, Europe and Middle East in each of the compared regional and international markets. It is also a known fact that these charges are not supported by transparent detailed financial information demonstrating cost-relatedness.

For instance, air travel in the ECOWAS region in particular is substantially more expensive than in other parts of the world as some aeronautical charges, fees and taxes paid by passengers are estimated to be equivalent or more than 50% of the cost of transport in some routes in West Africa - according to the Feasibility Study by the ECOWAS Commission and the World Bank in 2018 relating to "A Common Policy on Aviation Charges, Taxes and Fees for ECOWAS States" and carried out by the International Air Transport Association (IATA).

The impact of these has over the years, negatively affected the competitiveness of African airlines, cost of products and indeed, on the consumers' choice of destination and competition with third party airlines. Having established this basis therefore, AFCAC and all the relevant stakeholders: AUC, AFRAA, IATA, AAIG, RECs, ICAO, have been working assiduously to see how we can collectively address the high costs of operations exacerbated by taxes, high charges and fees on the continent. It is absolutely important that we all must continue to seek opportunities for cost reduction and efficiency improvements to ensure sustainable growth.

It may interest you to know that in 2021, AFCAC in collaboration with these stakeholders organized 2 workshops on economic oversight and regulation aimed at addressing taxes, high charges and fees on aviation in Africa and I can confirm to you that the recommendations from these workshops were quite germane.

The workshops reaffirmed the importance of member States' compliance with ICAO's policies on charges, fees and taxes, domestication and application of the relevant provisions of the African Civil Aviation Policy (AFCAP) and the Yamoussoukro Decision (YD), as well as the need for member States to establish strong economic oversight systems.

The participants at these workshops called for the harmonization of RECs and member States' policies in line with ICAO policies on taxes and charges and other non-tariff barriers and equally urged governments to stimulate air transport demand by removing all government taxes on air transport as well as reduction of passenger charges as excessive and unjustified taxes, charges and other government-imposed fees and levies on international aviation have negative impacts on the industry's competitiveness and national economies.

These recommendations and many more were processed through the relevant organs of the AU and have been adopted by our Ministers. We will continue to focus on multi-sectorial approach through collaboration, coordination, and communication as the most robust mechanism to comprehensively ensure that we reach continental consensus and obtain political goodwill of States to harmonize aviation taxes, charges and fees in order to strengthen the foundation of resilient aviation sector in Africa that will guarantee sustainable development leading to the realization of the socio-economic benefits promised by air transport.

One of the traditional benchmarks for a region's importance in international aviation has been its population size. Based on the 2019 passenger numbers for Africa (ICAO), African market flew over 100 million passengers in 2019 while in the same year, air passenger transport in the European Union (EU-28) amounted to over 1.1 billion passengers, Middle East amounted to 228 million, Latin America amounted to over 305 million. This is despite these regions being smaller than Africa. This shows the significantly smaller base African airlines have to build intercontinental operations in competition with other airlines.

The vision for African aviation under the AU Agenda 2063 is to enable a fully connected, prosperous and united Africa as aviation can play a fundamental role in the drive for long-term African economic and social prosperity. This is because air travel is an essential service and a catalyst for fostering trade and promoting tourism and regional development. Therefore, one strategic initiative that could help build a stronger foundation for the aviation sector in Africa is the Single African Air Transport market (SAATM) and a push for its full implementation.

Thus, the African Civil Aviation Commission under a renewed impetus recently launched the SAATM Pilot Implementation Project (PIP) with the view to accelerating the full liberalization of the African air transport market. The vision is to transform Africa's aviation in a sustainable manner that will ensure full realization of the benefits of socio-economic development promised by air transport to meet the AU Agenda 2063 objectives of an integrated, peaceful and prosperous Africa, where air transport is expected

to play a pivotal role in generating economic growth, alleviating poverty, enabling access to healthcare, food, and education, while enhancing mobility and connecting different cultures.

In concluding this remark, I must say that Aviation must not be treated as a cash cow for providers or an easy target for taxation by governments since the negative impact on the economy of unfairly taxing air transport often outweighs the revenue raised. Governments must therefore, take deliberate steps to address the high costs of running airlines in Africa.

Finally, in order for Africa to realize the objectives of the AU Agenda 2063 of a prosperous and integrated continent, all stakeholders would need to work together to reduce the cost of travel so as to make it affordable to a larger sector of the African population who currently are excluded from the use of air transport because of the high fares.

I thank you all for your kind attention and wish you all fruitful deliberations.

AFRAA

The airline industry encompasses the transportation of passengers and goods/cargo by air from one point to another. In 2019, African operators carried 95.6 million passengers, realizing 71.6% of passenger Load Factor and 36.8% of cargo Load Factor. This fell to 43 million Passengers in 2021 due to the COVID-19 pandemic.

Aviation is a critical sector of the global economy. In 2019, the air transport industry associated with the related sectors as tourism supported 7.7 million jobs. It contributed 2.7% to the continental GDP (around 63 billion USD), including revenues from the supply chain, wages expenditures, and the impact of tourism made possible by air transport.

Before the COVID-19 outbreak, air travel demand in Africa was expected to grow at about 3.4% per year over the next two decades. This increase would have stimulated growth in the economic contribution and jobs supported by the industry.

In terms of profitability, unfortunately, African operators' performances are low. As you can see on the graph, over almost 15 years, African airlines only posted net profit in 2010 (this positive profit can be attributed to the worldwide exposure created by the hosting of the FIFA world cup)

Traffic was expected to reach 92.3% of the 2019 levels in February 2023.

In December 2022 (Final adjusted data) :

Domestic traffic represented 37% of the passengers carried.

Intra-African passengers carried represented 31%

Intercontinental traffic was 32%

Economic regulators often are non-compliant with ICAO policies regarding taxes. The various taxes & duties on fuel handicap the African aviation industry. Globally, fuel accounts for about 25% of an airline's operational cost, whilst in Africa, this ranges from 30% to 40%. Fuel prices at some stations in Africa are over twice the world average. This has a very adverse impact on the competitiveness of African airlines.

Taxation of Aircrafts and Aircrafts spare parts not only causes delays that lead to AOG situations in Africa but also significantly increases operational costs in the industry. Some of our member airlines reported that they are facing taxes levied on fuel, lubricants and spares in some African markets. They experience taxes from different countries on gross revenues generated from sales of tickets and other items, which creates a double taxation issue, even though it's provided for in the bilateral agreement. A particular country was reported to charge airlines a city levy of 2% of gross revenue.

In terms of infrastructures, sometimes service providers invest in costly infrastructures and pass on the recovery or maintenance costs to the users. And very often, the low level of traffic leads to high levels of charges applied.

For licensing and permit procedures and costs, member airlines report that they face delays from various markets in granting operating permits. And regarding costs, sometimes those permits need to be renewed every 2 years, and the fees for renewal are quite significant.

Here is some examples of ticket price breakdown for travels within Africa. For some routes, the total taxes even exceed the base fare. Taxes and fees generally represent more than 50% of airlines' most affordable base fares and more than 25% of the total ticket price.

Let me take the example of a route in West Africa: ABJACC. This is a trade route and therefore has high passenger potential. By air, a passenger spends around 1 hour compared to 12 hours when using the road.

However, the road traffic is really developed, with several companies offering 7/7 daily departures. In 2011, 2.9 million PAX travelled the route by road vs less than 200 thousand by air.

Thus, a passenger disburses around 40 USD by road versus 210 USD by air. And ticket price breakdown shows that taxes represent more than 25% of the ticket price.

Regarding international taxes, Passengers pay on average 3.1 different taxes and fees for international departures. It can go to up to 10 taxes in some airports. All those taxes represent an average of USD 65 on the continental scale. In neighbouring regions, we are USD 36.5 in Europe and USD 22.1 in the Middle East.

When we look at taxation by sub-regions in Africa, we can see significant disparities. The central African region is the most expensive, with an average of USD 92.3 taxes and fees paid for international travels, followed by Western Africa with USD 82.3 on average. Around 30 USD higher than the continental average.

Even if affordable compared to the previous, Eastern and Southern African regions remain more expensive than neighbouring regions, charging USD 57.2 and USD 52.3 per passenger, respectively.

The most affordable region in terms of taxes and fees is Northern Africa, where passengers pay an average of USD 25.9.

CANSO message of support high level position on ICAO Doc 9082
13 March 2023 - Dakar

Representative of the Regional Director, ICAO WACAF Office

Secretary-General, African Civil Aviation Commission

Representative of IATA Regional Director, Airports, Passenger, Cargo, Security and Facilitation

Representative of the Secretary-General, African Airlines Association

Representative of the Secretary-General, Airports Council International-Africa

Chair, Ladies & Gentlemen

I would like to extend sincere appreciation to the fellow joint stakeholders and especially the members that have worked tirelessly to make this meeting possible. This is testament to our joint commitment to work together on cross-cutting issues, issues that are critical to our region and our industry.

States, airports, air navigation services providers as well as airlines have all a mutual interest in keeping user charges as cost-effective as possible to support traffic and ultimately economic development. Cost-effective charges need to be affordable for users and passengers: there is a certain level of user charges that users are prepared to pay for the cost-effective provision of facilities and services which must be transparently determined through a process of constructive engagement with all airspace users in consultation.

When supported by all stakeholders, a process of constructive engagement in consultation, built on principles of non-discrimination, cost relatedness and transparency is proven to be the most effective way to ensure air navigation investments deliver successful outcomes. We appreciate that, as organisations, we may start from different positions, but we must commit to working with all the stakeholders to find appropriate common ground.

Consequently, CANSO continues to fully support the implementation of ICAO's policies on charges (Doc 9082) in order to accurately define a framework for air navigation services providers and users to work within.

We believe the primary purpose of ANS charges should remain the recovery of ANS costs in line with the existing principles. We are concerned by discussions regarding the use of ANS charges to achieve other public policy objectives.

We recognize the need for all users to appropriately contribute, in line with their use of the system. Models must continue to be explored that achieve that aim while meeting administrative efficiency challenges.

To this end, the CANSO members are creating a new global workgroup called the Economics and ATS Charges workgroup. The primary focus is to provide a place for focused discussions on ATS charging methodologies, benchmarking and other economic issues affecting the sector, and the development of common positions or whitepapers examining specific topics.

Importantly, the workgroup will also provide collective input into ICAO's review and update of Doc 9082 ICAO's Policies on Charges for Airports and Air Navigation Services which is being undertaken by the ICAO Air Navigation Services Economics Panel (ANSEP) starting this year.

Chair, as we have done in the past, we commit to working with the collective and where appropriate to bring to this region some of the lessons drawn from our global members.

Chair, finally allow me to thank the key organisers of this session for their hard work. We look forward to working with all the stakeholders in this meeting, and in future sessions.

Thank you.

ACI Africa / AFRAA / CANSO / IATA / ICAO
AIRPORTS AND AIR NAVIGATION USER CHARGES WORKSHOP

Venue: ICAO Western and Central African (WACAF) Office, DKR
13 March 2023 / 09h30 – 10h30

AFCAC: Secretary General, African Civil Aviation Commission - Ms. Adefunke Adeyemi

ICAO: Regional Director, ICAO Western and Central African (WACAF) Office–Mr. Prosper Zo'o Minto'o

AFRAA: Secretary General – Mr. Berthe Abderahmane

CANSO: Director Africa Affairs, Civil Air Navigation Services Organization – Mr. Thabani Myeza

IATA: Regional Director, Airports, Passenger, Cargo, Security & Facilitation – Mr. Kashif Khalid

Ladies and Gentlemen

Good morning,

I am honoured to participate in this AIRPORTS AND AIR NAVIGATION USER CHARGES WORKSHOP, and I would like to thank the organisers for putting up a very comprehensive agenda for these two days.

I would like to recognize the presence of Mr. Patrick Lucas, our Vice President and Chief Economist, who has come all the way from Montreal and who will lead two main sessions: later today on the modernization of the global policy frameworks on airport charges, and tomorrow on the economic challenges faced by airports focusing on the regional perspective.

This is again testimony of the importance given by ACI Africa on the subject of user charges in Africa and on the need to provide a balanced view on the whole issue of airport taxes and charges.

Let me now provide you with the latest update on the state of the airport industry worldwide and for Africa.

With the removal of travel restrictions and quarantine requirements for vaccinated travellers in 2022, there has been an upsurge in demand across many markets.

As the COVID-19 pandemic shaped many near-term policy decisions over the last three years, the global economy continues to face a number of challenges in 2023.

From the never-ending conflict in Ukraine to a looming economic slowdown in many major economies, including in Africa, the risks are unfortunately more than ever present to disrupt the current encouraging pace of the recovery from the pandemic, with the greatest economic threat being that of the significant increase in inflation.

On the encouraging side, many analysts believe that the inflation rate has already peaked and will eventually subside in 2023, facilitated by aggressive monetary tightening by central banks.

As aviation is very much linked to such macroeconomic factors, the impact of prices and disposable income remain important determinants of air transport demand.

Thus, uncertainty regarding a swift recovery of the aviation industry remains omnipresent, especially in the near term.

Global passenger traffic finished the year 2022 at 72% of 2019 levels.

Market segments vary markedly, with international passenger numbers at 60% of 2019 levels whereas domestic was at 79%.

With 2019 as a baseline, the total passenger traffic in Africa, on the other hand, recorded a drop of 66% in 2020, 50% in 2021 and 22% in 2022.

With a continued reliance on international travel, Africa continues to be vulnerable to external shocks.

The domestic traffic in Africa will recover to the 2019 level as from this year itself whereas for the international traffic to reach the level of 2019, we need to wait until 2024.

Let me now turn to challenges and hopes for the African air transport industry.

The Yamoussoukro Decision launched in 1999, and 19 years after, with the SAATM in 2018, both initiatives of the African Union and resting on the fundamental principle of the liberalization of the African air market, constitute without doubt the hope of Africa for its economic prosperity.

We are trying to follow the footsteps of the European Union or at least try to replicate the model of the European Union when it comes to a unified market.

But, we are still far from this philosophy as the European and African historical circumstances and approaches are fundamentally different.

While the European Union places greater emphasis on economic prosperity and security through the establishment of a common market and a common European identity, the African Union, on the other hand, entrenches the doctrine of sovereignty while in the same breath attempting to promote integration.

This is precisely one of the weaknesses of the implementation of the SAATM, trying to have a unified air market amidst each State jealously safeguarding its sovereignty status encompassing its protectionism approach.

Historically, the success of the European Union started with a group of only six affluent countries, while the African Union started with all 53 countries, at that time, that vary widely in population, economic size, and per capita income, amongst others, with the result that we all know.

It is therefore very important that we do not repeat the same mistake when it comes to the SAATM with Africa constituting a much larger geographical area to cover with far fewer resources.

We have a golden opportunity to make history and, here, I have to place on record the new SAATM Pilot Implementation Project and its African States cluster approach, spearheaded by the new dynamic and committed Secretary General of AFCAC, Ms Adefunke Adeyemi.

My humble advice here is to lay emphasis more on the development of the air market segment-wise based on African States sharing similar economic affinities and regulations and complementing economic integration rather than on other parameters.

Zooming now on the topic of this workshop, I have been hearing a lot of noise around African airports levying high user charges, with a deliberate attempt, at times, to confuse between charges and taxes, which fundamentally reach different pockets at the end of the day.

I mean taxes are levied and collected by the Government whereas airport charges are levied and collected by airports, most of the time, under the strict approbation of the Government.

Rest assured that ACI Africa continues to advocate against the undue taxation of air travel in Africa.

It is a fact that several countries throughout the world impose a hierarchy of taxes, where one tax is levied on top of another tax, for various goods and services sold within its borders.

While it can be appropriate to apply a tax on goods and services sold, allowing for a tax to be applied on another tax generally is not acceptable.

For aviation, the application of a tax on a tax magnifies the already negative impact of taxes on aviation.

For example, in Africa, Value Added Tax (VAT) and sales tax account for about 12% of the estimated tax receipt from aviation.

Let me share with you a few examples in Africa where VAT is applied on other aviation taxes.

Democratic Republic of Congo applies 16% VAT on domestic flights, on top of all levies, including other taxes such as the Tourist Development Fund tax.

Madagascar applies 20% VAT on International passengers for their security levy and secondary airport infrastructure charge.

Mauritania applies 14% VAT on the international Passenger Service Charge.

and Morocco applies 20% VAT on domestic airport security tax.

Therefore, it is clear that charges are not a threat to aviation growth, but an objective and legitimate necessity to cover airport costs, like in any other industry.

Therefore, our efforts, in Africa, should be geared and focused on the removal of unreasonable and unjustifiable taxation imposed on aviation by certain States rather than repeating, time and again, the rhetoric that the cost of travel is expensive in Africa and that airports are the culprit and that they must reduce the airport charges to decrease the air fares and hence the cost of travel.

On the other hand, ACI Africa strongly advocates that all airport charges must be set in consultation with airlines, as per the ICAO regulatory framework, which means that airports must listen very carefully and take into full consideration the airlines' inputs when determining their investment plans, operational needs, and consequently their charges. However, this needs to be a two-way street – airports need to understand airline plans for the future regarding expansion, markets served and fleet. This allows airport operators to invest in the infrastructure more effectively and deliver on both airline and passenger needs over the longer term.

In essence, this means that we need to find better ways to work together that allows airports to operate as businesses regardless of their ownership and management model but also strikes a balance with the needs of users. This is where we need to learn from existing airport charges policies and build on them to provide greater flexibility based on different market contexts.

There is no denying the fact that both airports and airlines will benefit from a progressive implementation of the SAATM coupled with lower taxes. This will stimulate aviation and increase connectivity and competition on all fronts. It will also improve the airport and airline bottom line. Most importantly, it will potentially lower the cost to consumers (passengers) with broader socio-economic impacts for all.

Let me not dwell too much on this issue as Patrick will be going into much more details on the subject today and tomorrow.

On this note, Ladies and Gentlemen, I thank you all for your attention and wish you a great workshop.

IATA Remarks

Dear Directors and representative of key aviation bodies, dear airlines, and industry players, all protocol observed.

It's a great honor for IATA to be present today to this airport and user charges workshop. IATA announced in one of its last publications that our industry is still in recovery and on the right direction to fully recovered in all regions at what it was before 2019, where the COVID-19 pandemic started.

- The recovery in air travel demand is strong and is continuing in 2023.
- Total traffic is increasing. Capacity and load factor are also up globally. And the Global traffic in Jan 2023 was at 84.2% of January 2019 levels. So, we are in a very positive trend.

The 2 days' workshop focused on airports and air navigation user charges gathering all those key international and regional organizations (ICAO / ACI Africa / AFRAA / CANSO / IATA) and experts is an excellent initiative as it provides another good platform to discuss challenges the industry is facing regarding user charges. Aviation is a key driver of our states' socio-economic development.

Ses avantages pour les populations, les économies, le secteur du tourisme et le PIB des États ont été clairement démontrés par de nombreux rapports. Tout obstacle empêchant cette industrie de se développer doit être clairement identifié et éliminé. Le sujet des redevances d'aéroport et de navigation aériennes, comme d'autres, est parmi ceux qui sont extrêmement importants dans notre industrie car il impacte directement sa croissance et sa performance.

Par conséquent, si ces sujets liés aux frais et aux redevances d'utilisation ne sont pas traités avec efficacité, collaboration et transparence comme il se doit en suivant les politiques et lignes directrices établies par l'OACI, nous n'expérimenterons malheureusement aucun des énormes avantages que cette industrie du transport aérien est censée apporter à nos pays.

IATA is looking forward in participating in this other workshop and share his views and recommendations. The workshop will again remind all of us on our collective responsibilities about the airports and air navigation charges. Many experts are present for this workshop, we will benefit from their expertise and hear from them on how to address the airport and air navigation charges issue.

We are all in the same industry, we therefore need to work together in a perfect, franc and harmonized way. Collaboration is key for the benefit of our industry.

Thank you for your attention.

Joint ICAO/AFCAC/IATA/AFRAA/ACI/CANSO Aviation User Charges Workshop

Opening Remarks by Mr Prosper Zo'o Minto'o, Regional Director

International Civil Aviation Organization

Western & Central African Office

Madam Secretary General of the African Civil Aviation Commission (AFCAC);

Distinguished Representative of AFCAC, IATA, AFRAA, ACI and CANSO;
Directors General of Civil Aviation Authorities;

CEOs of Airports, Airlines, Air Navigation Service Providers and other industry stakeholders;

Representatives of International and Regional Organizations;

Ladies and Gentlemen

It is my pleasure and an honour, on behalf of the President of the Council of ICAO Mr. Salvatore Sciacchitano, the Secretary General of ICAO, Mr Juan Carlos Salazar and the Regional Directors of the ESAF and WACAF Offices to welcome you to this Joint ICAO/AFCAC/IATA/AFRAA/ACI/CANSO Aviation User Charges Workshop.

I would like to express my heartfelt appreciation to you for responding massively to the invitation, and also extend my gratitude to IATA, AFCAC, AFRAA, CANSO, and ACI for joining efforts with ICAO and considering ICAO WACAF Regional office to host this important annual event which, in the past, has yielded positive results in promoting ICAO policies and industry best practices on aeronautical charges.

Distinguished participants,

The subject is of common interest, indeed. In this regard, working together makes the collaboration among the relevant organizations stronger today than yesterday and raises the confidence of the global travelling public by prioritizing the competitiveness of air transport on the continent and the global market.

The dramatic decrease of the traffic in Africa and beyond during the pandemic is an indication of the urgent need to consider aviation charges as a potential favour multiplier that may benefit recovery of air transport and the entire African economy.

The role of air cargo became also more critical during the challenging period of the COVID-19 pandemic where aviation was on the frontline to ensure timely delivery of essential medical and vital air cargo services, including humanitarian operations and the repatriation. Nonetheless, the reality is that aviation is among sectors severely affected by the global economy crisis due to COVID-19 pandemic.

Ladies and Gentlemen

The importance that ICAO places towards taxes and charges applied to aviation, as stated respectively in the Doc 8632 on ICAO's policies on taxation in the field of international air transport, and the Doc 9082 on ICAO's policies on charges for airports and air navigation services, is visible through tangible result-oriented actions. I am referring to steps so far taken by the ICAO Secretary General for the

implementation of the Resolution A41-27 on provisions specific to aviation charges. One of the two presentations by ICAO will shade light on these steps.

Developing good operating and regulatory environment specific to charges, which allows airlines to perform effectively their commercial activities will significantly contribute to economic recovery of African States. In this regard, ICAO policy and regulatory framework in Doc 9082 provides guidelines to maximize the benefits of aviation while making it safe, secure, affordable, accessible, efficient, resilient, and environmentally responsible.

Consequently, there is a need for States to observe ICAO guidance material on levies imposed to aviation which should be supplemented by human resource development in the field. I believe that coordinated efforts among stakeholders are relevant in achieving the expected results as it is currently the case with the ongoing AFRAA LAB on the sustainability of air transport and AFCAC PIP for the readies in the implementation of SAATM.

Ladies and Gentlemen

Before concluding my remarks, I would like to recognize the support provided by IATA to this event, through the provision of the logistics and coordinating stakeholders' efforts throughout the preparation period.

This event focusing on aeronautical charges, offers a ground whereby participants will express, learn about current trends, discuss and exchange experiences. It finally provides excellent networking opportunities for a better and competitive air transport in Africa and beyond. Once again, I would like to thank and extend my sincere appreciation, on behalf of the ICAO fraternity, to your individual commitment and that of your Administrations, reflected by your attendance and participation in this workshop.

I wish fruitful deliberations. Thank you for your kind attention.