

Regional Focus



Managing ATM Operations Safely Post COVID-19 in Africa

Thursday 24 June 2021

12:00 – 14:30 CAT



Ms. Boni Dibate

Director Africa Affairs

CANSO



Mr. Emil Rogers

Deputy Secretary General for
Technical Affairs

Roberts FIR



Mr. Louis Bakienon

Director of Operations

ASECNA



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Mr. Josia Manyakoana

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Mr. Fateh Bekhti

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IFATCA




Mr. Emil Rogers

Deputy Secretary General for
Technical Affairs

Roberts Flight Information Region
(Roberts FIR)

OUTLINE

- Impact of COVID-19 on Roberts FIR's Operations
 - Roberts FIR COVID-19 Response Plan
 - Roberts FIR Post COVID-19 Recovery Strategy
- 

IMPACT


Air traffic Volume:

- drastically fell by about **75%** due to:
 1. reduction in airlines' operations
 2. travel restrictions imposed by States


Revenue Stream:

- a drastic **85%** drop in revenue due to:
 1. inability of airlines to make payment of their outstanding bills/charges owed to Roberts FIR.
 2. grounding of commercial flights

IMPACT – Contd.

- Inability to undertake capital investment projects
 - Inability to pay staff full salaries; contractors and suppliers, etc.
 - Planned staff training for the year 2020 was put to an abrupt halt during the period mentioned.
- 

RESPONSE PLAN

- Established proper health protocols, hygiene measures, social distancing, etc.;
 - Negotiated and obtained a one year loan extension of loan repayment from our banker which amounts to 10% of our annual revenue
 - Negotiated and obtained a six month deferral payment of invoices from our technical service providers
 - We negotiated a payment plan with our local suppliers for unpaid invoices
 - Placed on hold all planned recruitment of new staff, including those planned in the 2020 budget;
- 

RESPONSE PLAN-Contd.

- Internally, Management further implemented salary deduction from April 2020 until the resumption of full operations as follows:
 - 20% Executive Members;
 - 15% Heads of Department and Deputies;
 - 10% Senior Staff Members.
- Suspension of all non essential expenditures
- Financial Bailout request from:
 - Roberts FIR Member States
 - AFCAC through CANSO
 - Other potential donors


RECOVERY STRATEGY

■ A) Internal

- **Remind all personnel that COVID-19 still exists by:**
 - maintaining and reinforcing sanitary measures;
 - Close monitoring to ensure full compliance
 - Sensitization and encouragement for vaccination
- **Maintaining and reinforcing operational capacity by:**
 - Intensifying refresher courses for ATS and Technical staff
 - Progressive reprogramming of personnel for full scale operation
- Gradual lifting of restrictions placed on expenditures;
- Progressively returning to 100% staff salary payment
- Resumption of capital investment projects (equipment and infrastructure);
- Taking necessary measures to recover outstanding payments owed to Roberts FIR

RECOVERY STRATEGY Contd.

■ B) External:

- Public Health Measures adopted by the Governments of Roberts FIR member States;
 - Stakeholders' Collaboration;
 - Market Research and Comparative Studies;
 - Human Capital Development.
- 

CONCLUSION

I would like to conclude on this note:

- Resilience!!
 - Resilience!!
 - Resilience!!
- 

Thank you

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Ms. Sharron Caunt

Regional Director
Safety & Flight Operations
(Africa & Middle East)

IATA

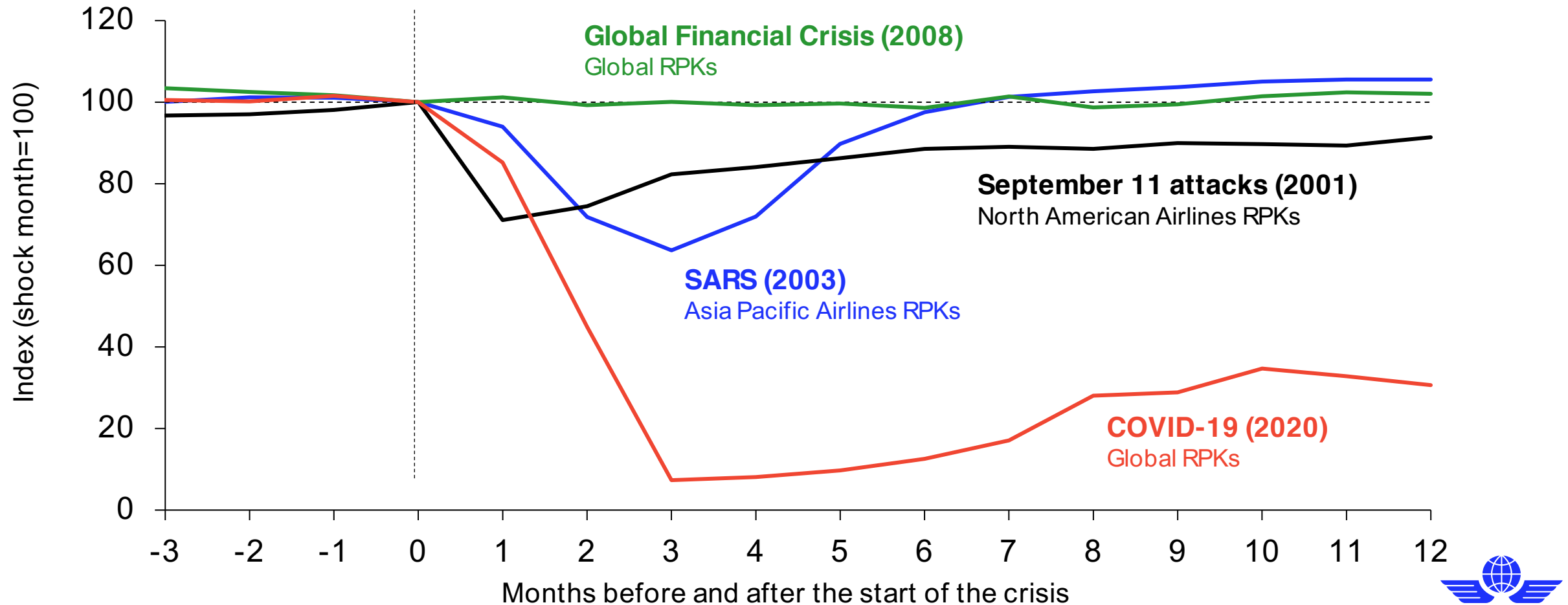
Status of The Region



COVID-19 has been an unprecedented shock

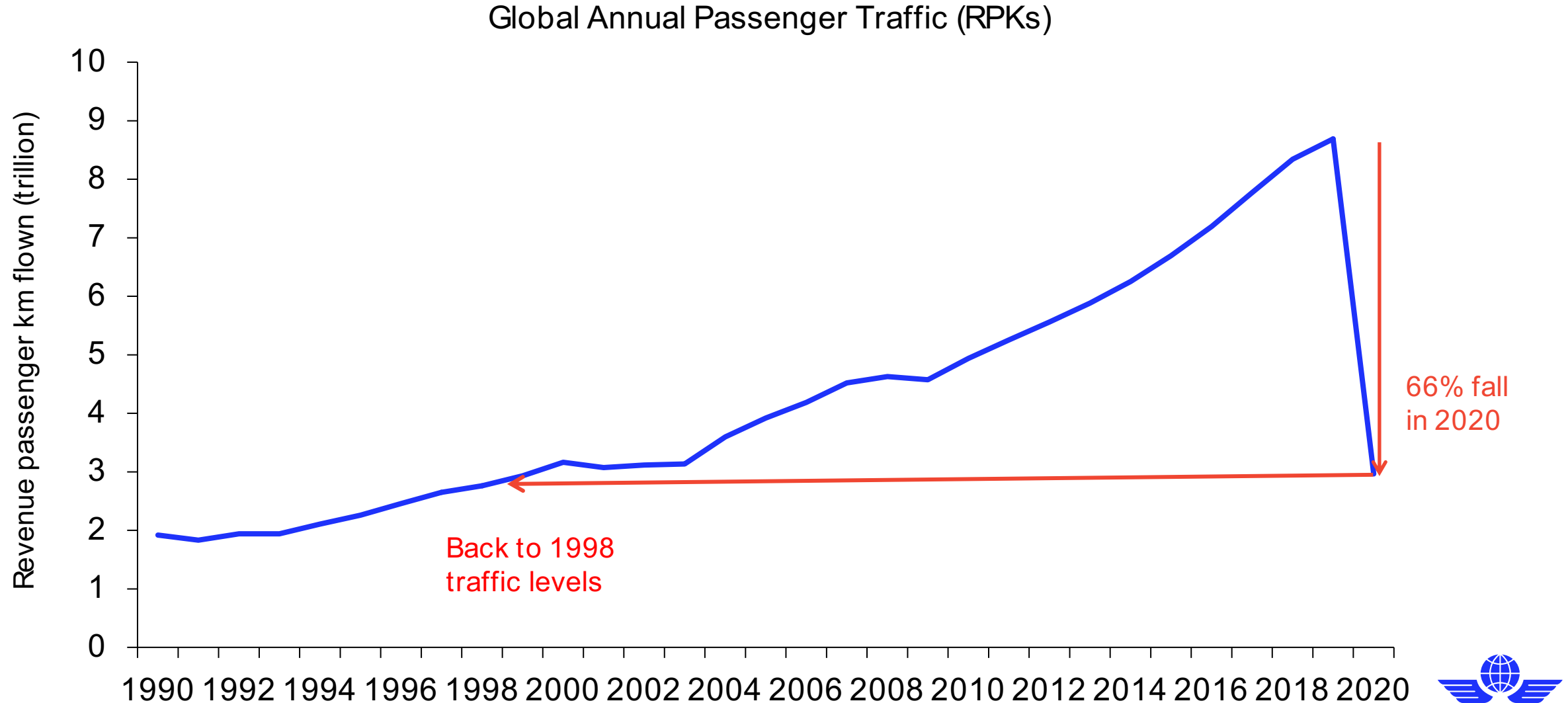
This shock to air travel has been larger and longer lasting than others

Impact of past shocks on air travel*



Air travel collapsed 66% in 2020 returning to 1998 levels

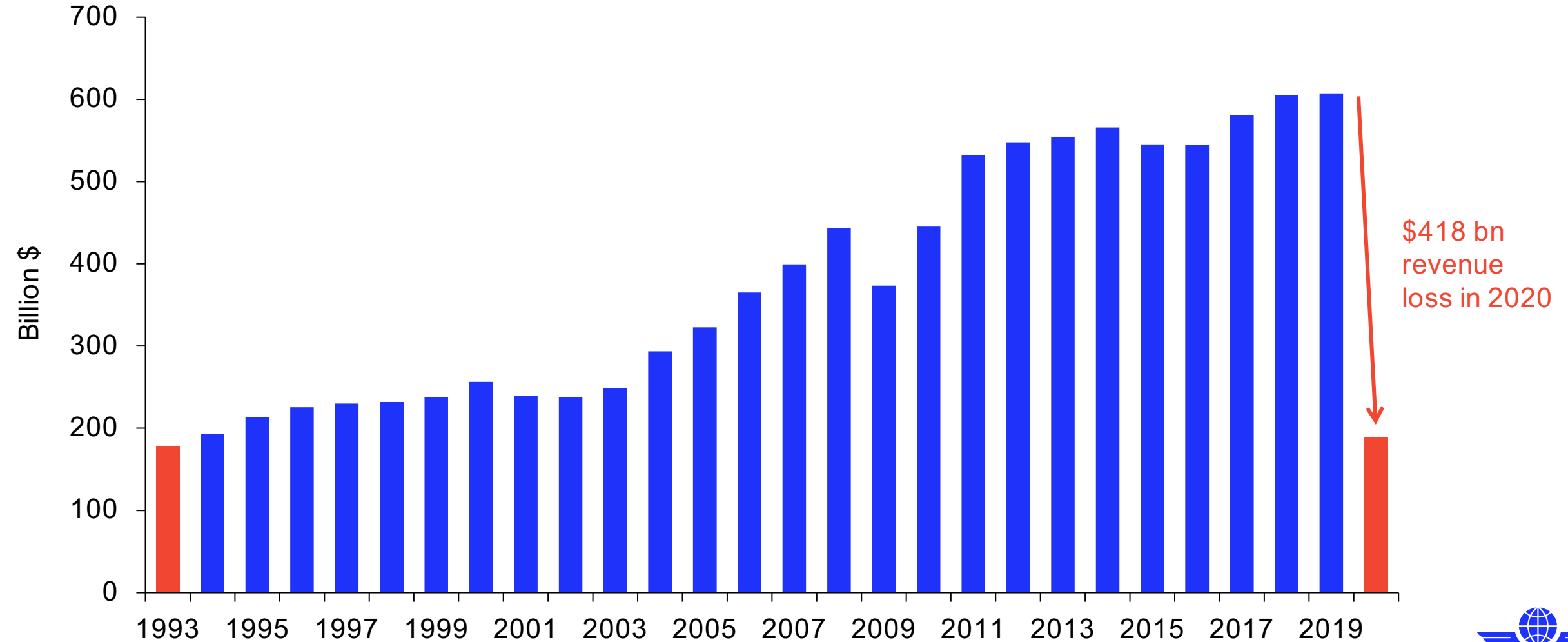
At the low point in April 2020 global RPKs were down 94% on April 2019



Passenger revenues fell \$418 billion in 2020

Weak yields cut revenues more than pax numbers - back to 1993 levels

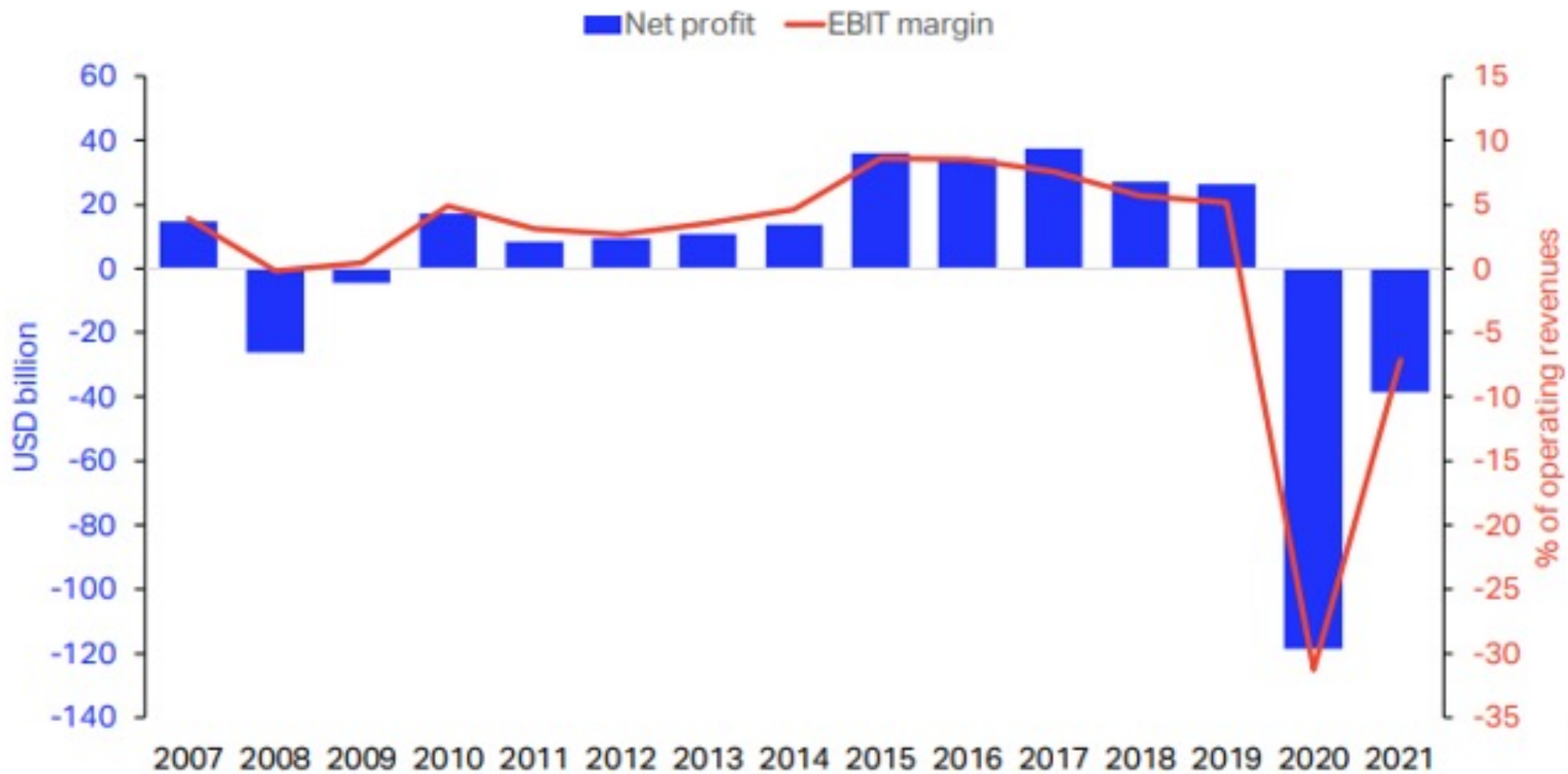
Global Annual Passenger Revenues



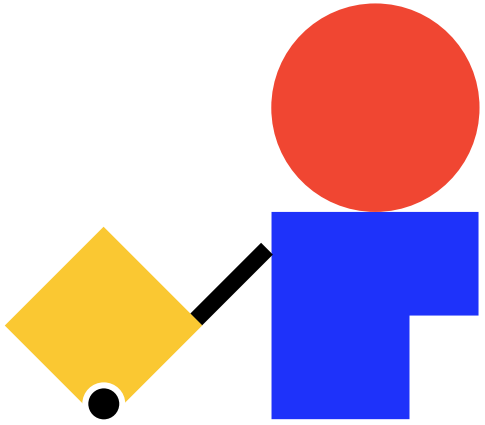
Source: IATA Economics, Economic Performance of the Airline Industry, December 2020



2020 losses at \$118 bn and continuing into 2021 at \$38bn

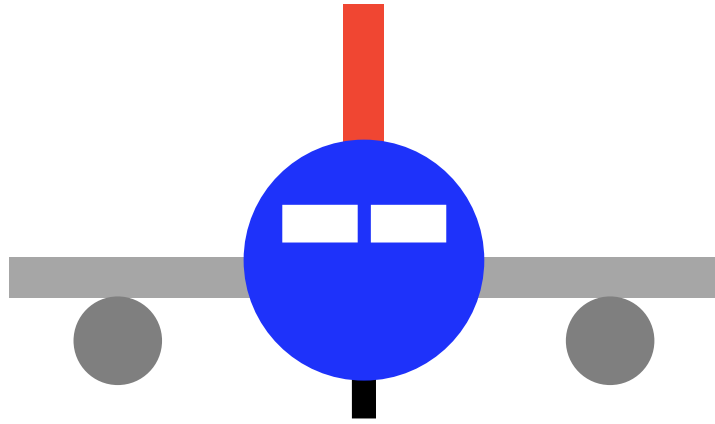


Every day in 2019...



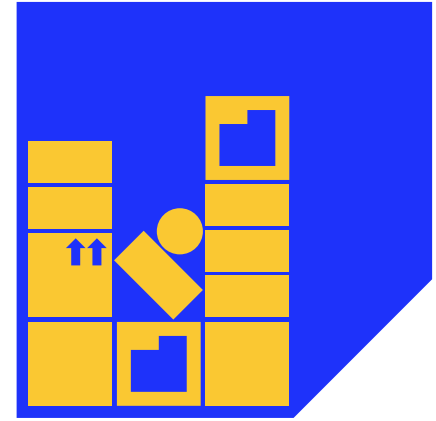
12.4

million
passengers



106,600

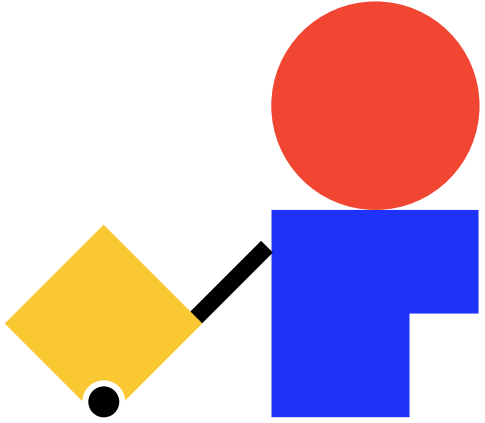
flights



\$17.8

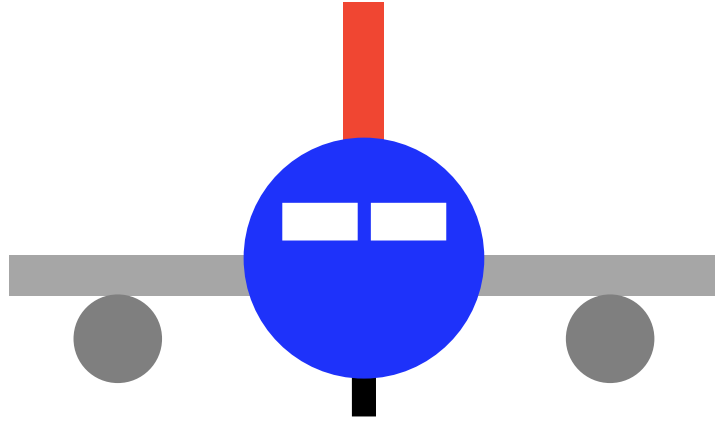
billion worth of
goods carried

Every day in 2020...



4.9

million
passengers



44,900

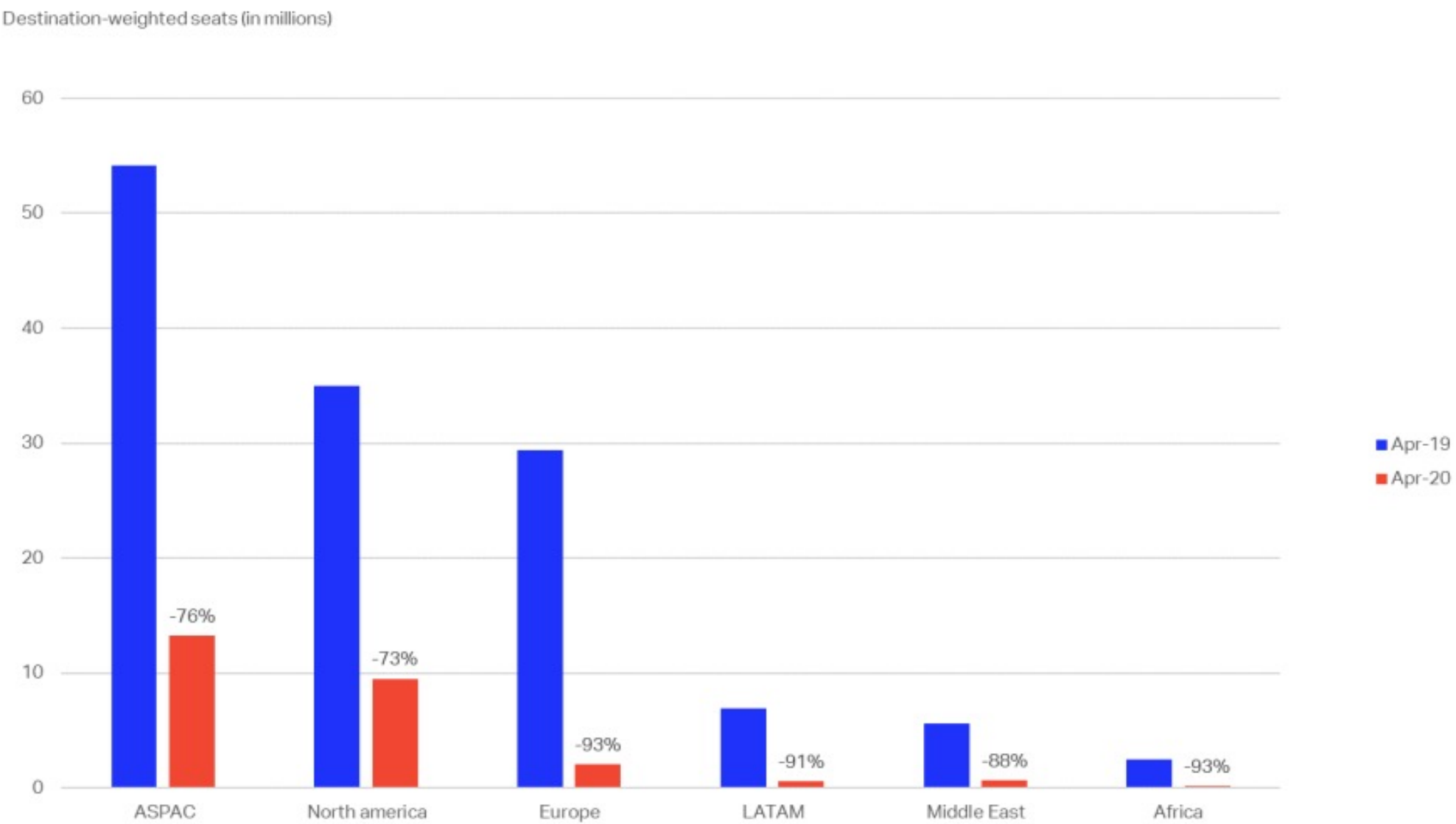
flights



\$16

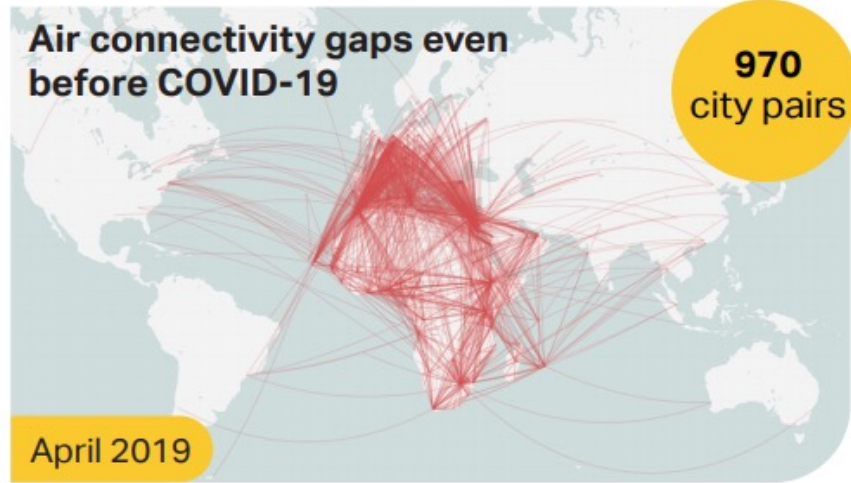
billion worth of
goods carried

Africa and Middle East connectivity among most impacted

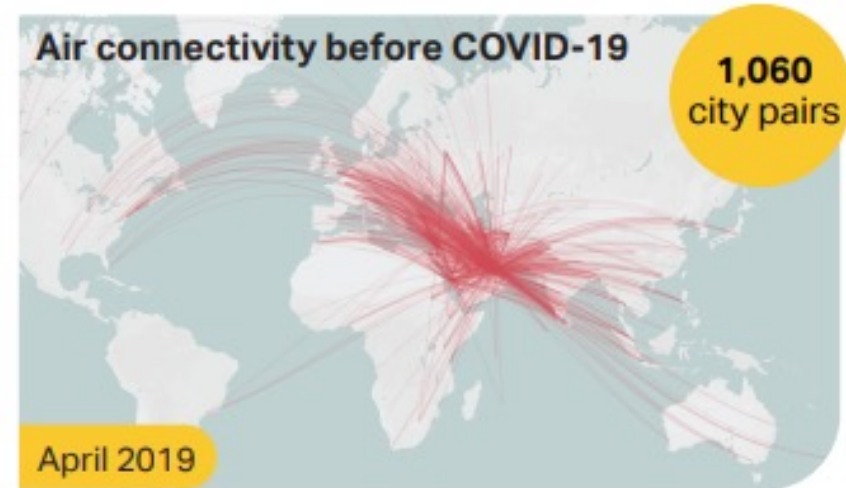


Connectivity Hit Hard

Africa



Middle East





Recover Reconnect Rebuild



Readiness

A person is seen from the back, looking out of an airplane window. The window shows a bright sunset or sunrise with a gradient of orange and yellow light against a blue sky. The person's head and shoulder are in the foreground, silhouetted against the light from the window.

Passenger
Demand is
Present

68% say that travel restrictions
have negatively impacted their quality
of life

57% of passengers ready to
travel in 2 months or less when
Pandemic is contained

Passengers who want to travel to see
family and friends

72%

**Airlines Are
Ready** Including seeking
out New Markets

Aircraft Return To
Service

Delivering a Safe, Efficient, and Sustainable Recovery

Complete, Timely, Accurate, Consistent
Aeronautical information without any
ambiguities for **ALL** information data users

- Operational Personnel
- Ground Staff / Check-in
- The Travelling Public



Aeronautical Information

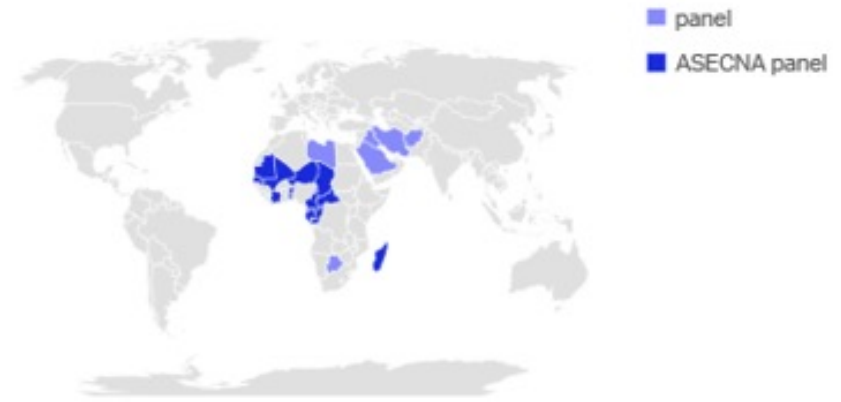
AFI AIM Forum



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■ participating
■ not participating

Aeronautical Information Panel Program



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■ panel
■ ASECNA panel

MID AIM Forum



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■ participating
■ not participating



Delivering a Safe, Efficient, and Sustainable Recovery

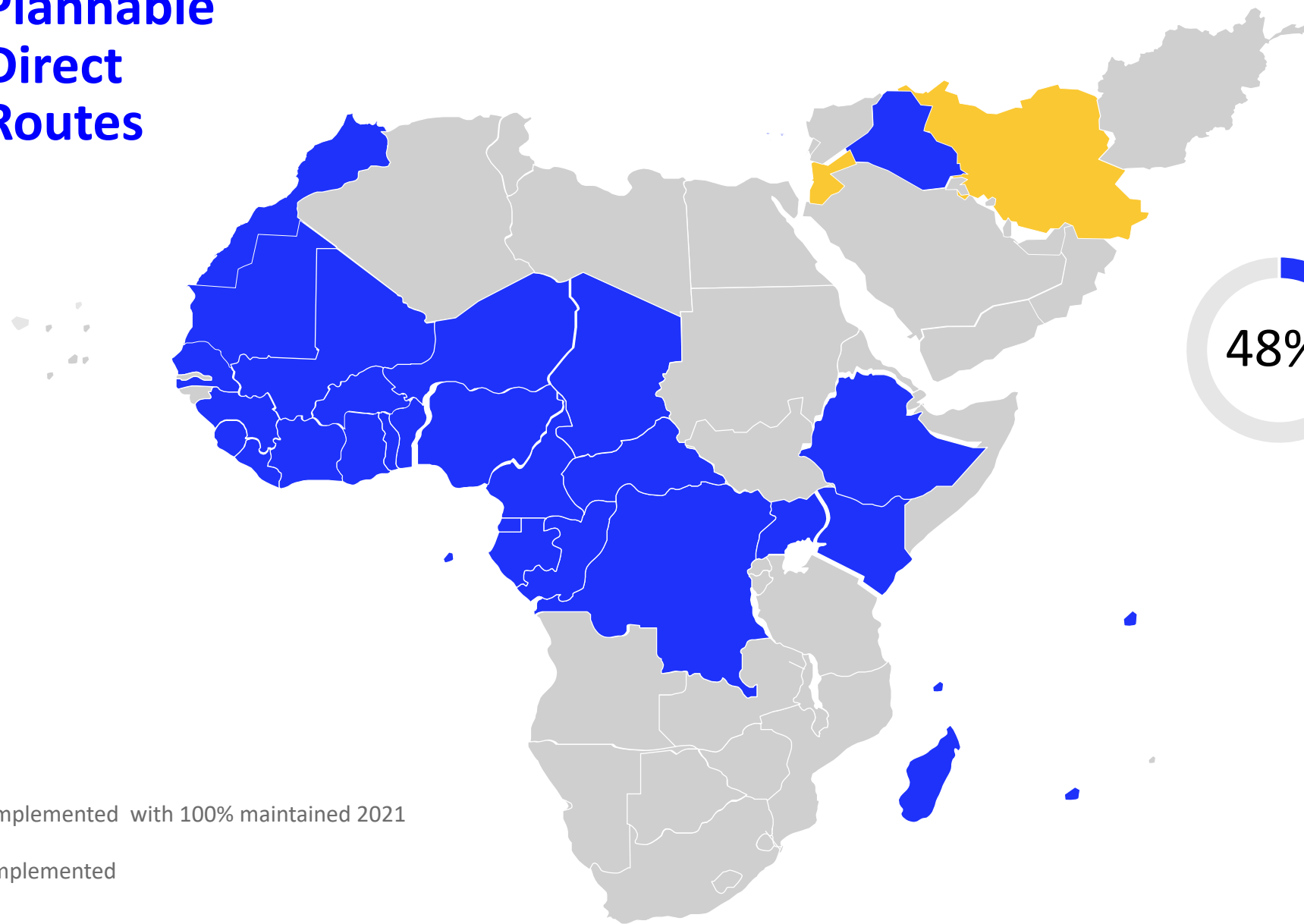
Rebuilding the Network



- Flexibility to Plan Where Demand is Strong
- Confidence in the system
- Dynamic Adaptability
- Airspace & Route Efficiencies
- Removal and/or Reduction in AT(F)M Constraints
- Assurance of Capacity and Capability to meet Demand
- System Resilience across the network
- Meet the 'Environmental' Challenge
- Technical Panel Program Participation across Africa
- Timely processing of Overflight Permissions without fees applied
- An infrastructure for now

Embrace Opportunities for a Re energized
framework for the Future



Flight Plannable Direct Routes



-  2020 – Routes Implemented with 100% maintained 2021
-  2021 – Routes Implemented



**recover, reconnect and rebuild
aviation in Africa.**

Thank you

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Mr. Fateh Bekhti

Executive Vice-President

Africa & Middle East

IFATCA



Managing ATM Operations Safely post COVID-19 in Africa

Presented by Fateh Bekhti , EVP AFM

Outline

outcome of Reduced traffic

Safely restoring ATM operations .HOW ?

Role of ATCOs

How to prepare for the smooth restart of operations ?

➤ Rostering

Single operation ,
Combining sectors
Closing airports
Closing some sectors

ATCOs should be considered for Vaccination as to prevent any further Air traffic disruption when level of traffic are increased

➤ Personnel licensing

Lack/absence of personnel licensing before the pandemic :

Some regulators provided guidance for the extension of validity periods for ATCOs endorsement and certificates and then after no

No plans for maintaining personnel licensing .

➤ Training

Training and recruitment of ATC stopped

OJT suspended

Non availability of Simulators

Limited use of remote training sessions

Safely restoring ATM operations HOW ?

What is the role of ATCOs

How to prepare for the smooth
restart of operations ?

Planification ,

Enhanced Collaboration between all the stakeholders ,

Follow up

Our Role

Initiate the discussion and do not wait for actions or decisions by your ANSP.

Ask your management what measures they are considering taking at a local and national level.

Request that your association be included as a partner in these discussions and decisions.

Point out that no matter what decisions are taken, it is your members who have to implement them and make them work.

Work with your ANSP to develop containment measures that will not compromise the safety of operations, now or in the future

Our Role

If it is acceptable to your members, negotiate changes to working conditions that can help the situation, while respecting local agreements and conditions.

As always, safety is paramount. Analyze any proposed changes and the impact they might have on operations from both a technical and professional aspect, both in the short and long term.

Any measures which are proposed which change the working procedures or technical environment should be supported by a safety case or assessment.

Be aware that employers that force people to take (unpaid) leave may inadvertently be encouraging employees to come to work when they are not feeling well or even sick. Such a policy may therefore be more costly in the medium term, since more people could get infected

Our Role

Encourage ANSPs to plan for the recovery. Use the traffic downturn as an opportunity to utilise ATCO staff to accomplish the desperately needed “long lead time” ab initio training to help reduce the shortage of ATCOs and plan for the future.

In many cases, the actions that can be taken now might have significant effect on the ATC service. IFATCA warns against rushed decisions that can lead to long-term problems. Overreaction and drastic cost reductions will only INCREASE future costs and add to the already critical shortage of ATCOs that currently exists.

➤ Preparation

Maintain ATCOs proficiency

Self Directed learning by mean of classroom or CBT

Remote access to documentation

➤ Risk assessment

Risk assessment to consider the current challenges , HF for ATCOs

➤ SIM training

Where possible , use of ATC simulators to ensure proficiency is maintained and prepare the ATCOs to deal with the demand of increased traffic .

Areas to consider for recovery phase

Planning Areas

Capacity imbalance and unusual traffic patterns caused by uncoordinated different pace of capacity recovery by ANSPs;

Planned ATC sector configuration/inflexible to actual traffic demand;

Reduced sectors/working positions open in the ATC unit due to rules for physical separation of staff (room layout not adequate for this);

Coordination with other ANSPs, airspace users and airports;

Shortfall in the number of operational staff to meet the increasing demand in the transition period

Planning

Scarcity of ATCOs in OPS room, due to COVID-19 infection, which cannot be prevented due to impossibility to ensure physical separation at the sector positions;

Reduced ATCO staff numbers for traffic through forced redundancies due to the resulting financial crisis;

Transitioning between crisis rostering techniques and usually implemented ones;

Designing flexibility into the rostering systems

Planning

Ensuring a quick adaptation of planned rostering, if required, to bring back all ATCOs at a short, but socially acceptable timeframe

In the long term, over demand on sectors due to lack of investment in projects and staff

ATCO RECENCY/CURRENCY AND COMPETENCY AREAS

ATCO (both experienced and recently qualified) difficulties to maintain skills which would be needed in increased traffic scenarios, while they are working a longer period of reduced traffic levels;

Diminished ATCO skills whilst working once again in a multi-sector environment with many sectors and their accompanying coordination;

Transitioning from issuing shortened and direct clearances to those used in busy periods;

ATCO RECENCY/CURRENCY AND COMPETENCY AREAS

To keep scanning techniques on a level necessary for busy traffic scenarios and reducing nonoperational distractions;

Supervisors with unfamiliar experience in handling situations due to the reduced traffic periods might need some refresher training while the traffic is increasing;

Planning revalidation, continuation training and simulator training, whilst also respecting social distancing rules;

Ensuring validity of competency rules and medical certificate validity. At the very least, ICAO Annex 1 principles should apply.

OJT/INSTRUCTOR AREAS

Mutual appreciation of the ability of both the instructor and trainee;

Ineffective or prolonged on-the-job training as traffic will be minimal and not easy to assess the trainee's skills;

Motivational challenges and drive from trainee;

Instructor getting distracted delivering OJT during reduced traffic periods;

'Startle' factor from trainee during a traffic peak.

THIRD PARTY AREAS

Pilot competency challenges causing ATC issues and/or increased workload;

Increase of airspace infringements by GA pilots (pilot skills challenges due to the GA flight ban during the crisis in some states);

Lack of recency/currency of airport ground personnel in local procedures;

THIRD PARTY AREAS

New stress-inducing factor for operational staff (e.g. ANSP/airline financial issues, personal financial problems, government will/could help but what do they expect in return, social agreements, redundancies, Contractual Labour Agreement (CLA) issues, effect on pension entitlement);

Potential increase in aircraft/ airport/ ATC system defects through lack of use.

**THANK YOU FOR YOUR
ATTENTION**

ANY QUESTIONS?

INTERNATIONAL FEDERATION OF AIR TRAFFIC CONTROLLERS' ASSOCIATIONS

One sky - One voice



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Mr. Louis Bakienon

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Regional Focus



Managing ATM Operations Safely Post COVID-19 in Africa

ASECNA's Experience

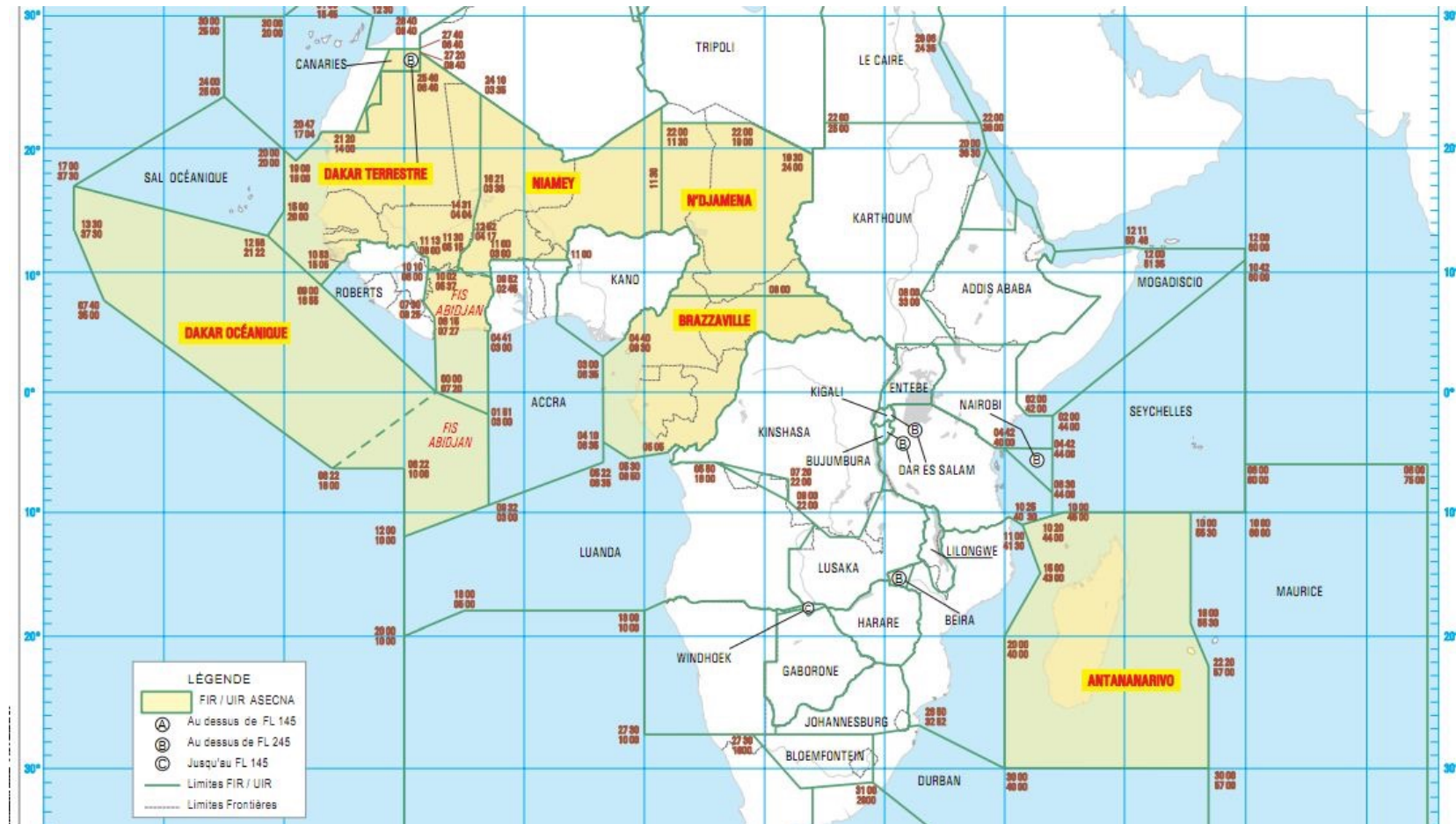
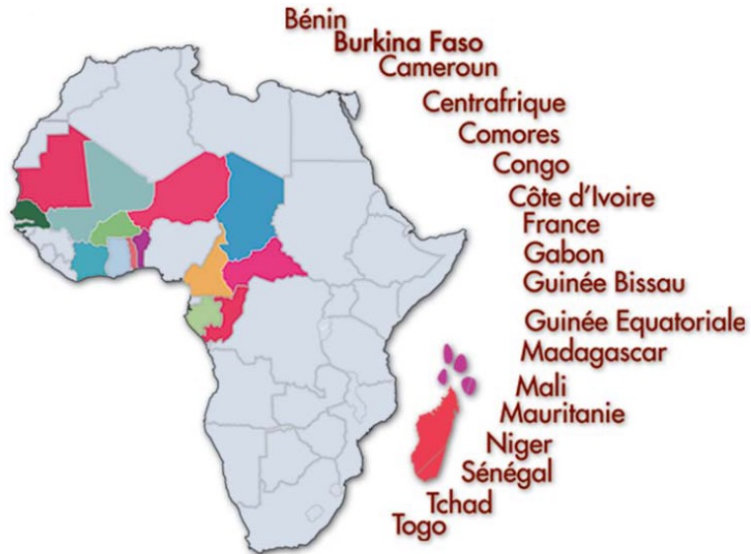
Louis Bakienon : Director Air Navigation Services

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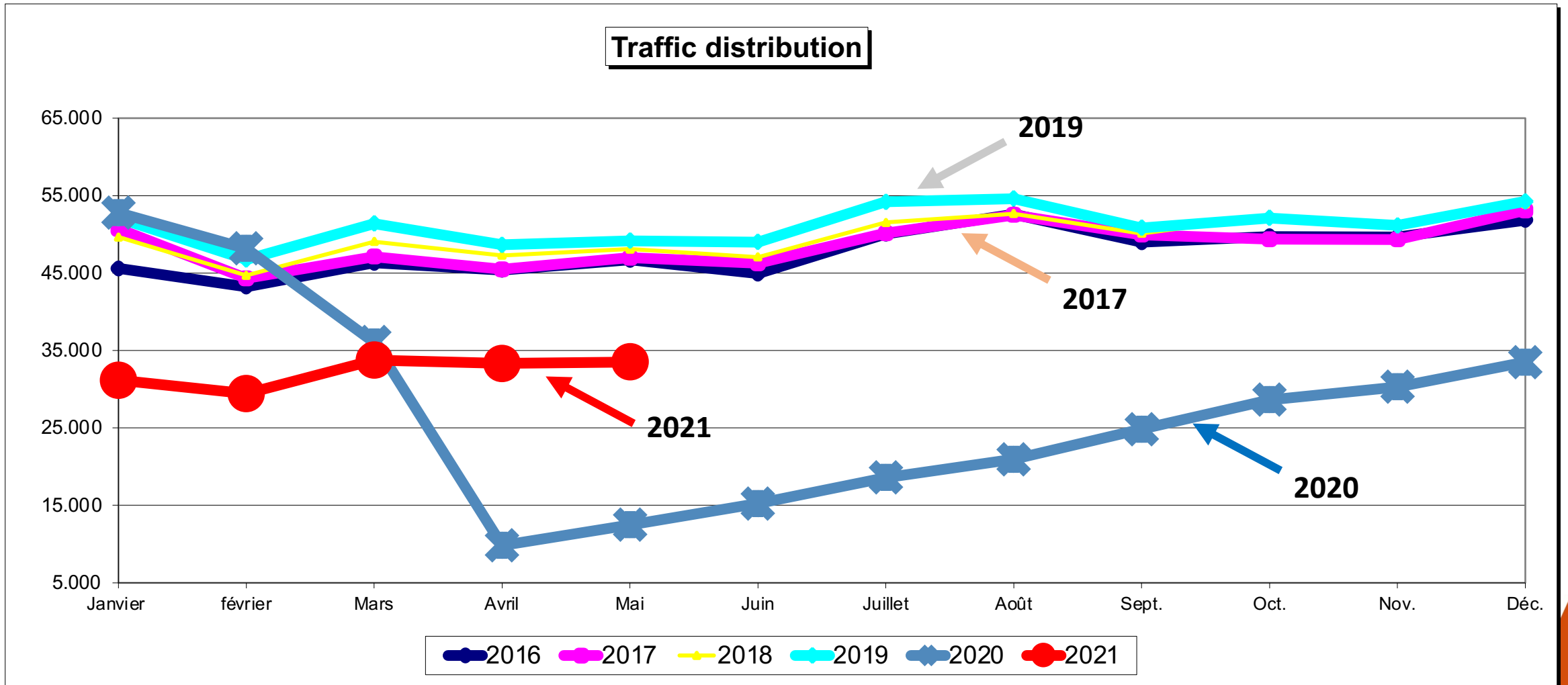


ASECNA's Status and recovery plans

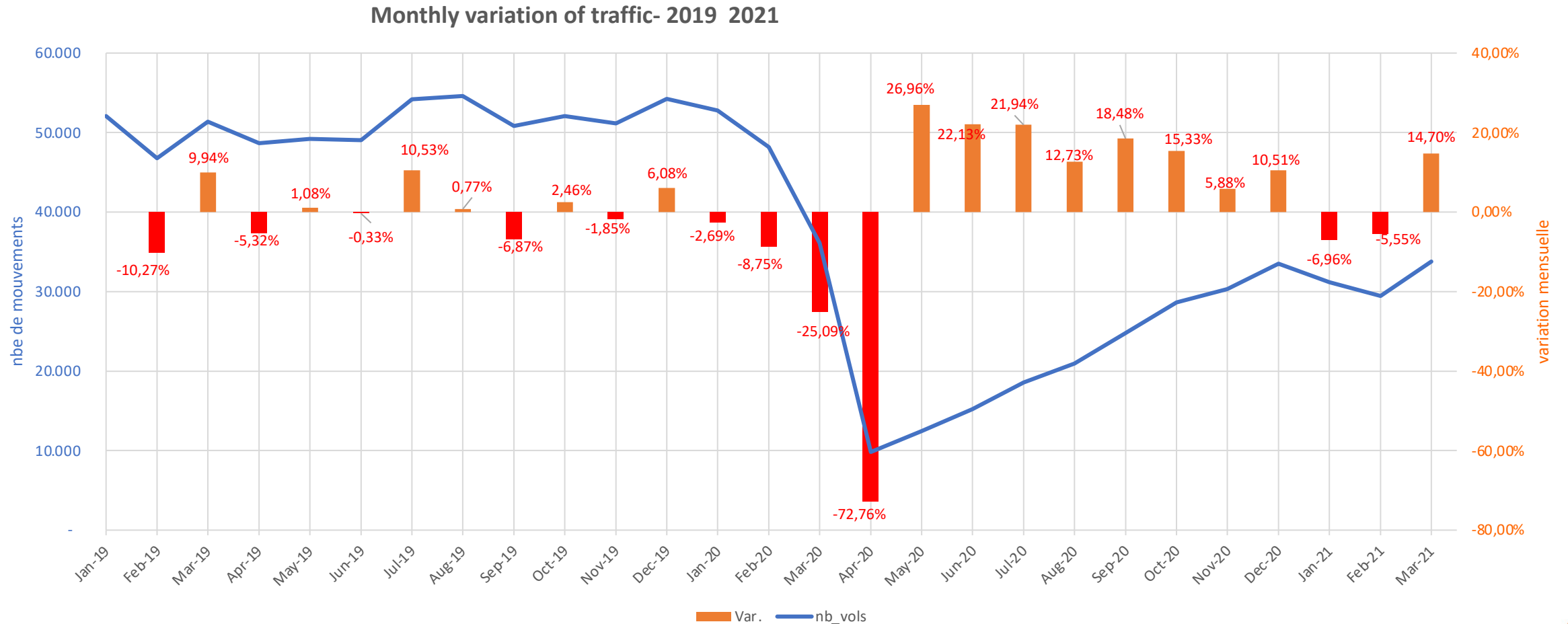


- I. Impact of COVID 19
- II. strategy for continuing operations
- III. Lessons learnt
- IV. Plan for recovery

I. Impact of COVID 19 on traffic






I. Impact of COVID 19 on traffic



from May 2020 to March 2021, the average monthly traffic growth is 12; 38%

I. Impact of COVID 19

-  48% annual revenue;
-  ATC workload (shift re-organized; stay home- health measures)
-  new challenges
 - ❖ Training (personnel skills and competency)
 - ❖ equipment maintenance
 - ❖ NAVAIDS calibration
 - ❖ Licenses validation
 - ❖ On flight check and validation,

II. ASECNA strategy for continuing operations

Arrangements taken to continue activities: 5 priorities

Priority 1: Preserve the health of staff while filling the mission of ANSP

- Respect of the barrier measures anywhere and anytime,
- Do not share individual working equipment,
- Favor on-line meetings,
- Avoid rotating staff between teams to limit the spread of the disease when a team member is infected,

Priority 2 : Specific measures taken to ensure the provision of operational services

- Strengthen local supervision, including in the social sector - regularly know the situation of each agent,
- Proactive action in adapting employee in accordance with the traffic
- Regularly organize briefing sessions on the expected level of traffic & the events recorded the previous days
- Issuing NOTAMs in accordance with States,
- Contingency plan ready in case

II. ASECNA strategy for continuing operations

Arrangements taken to continue activities: 5 priorities

Priority 3 : Corporate communications (internal and external)

- Internal communication to better understand the pandemic and promotion of social responsibility, Provision of periodic sanitary kits (gels, masks, etc.)
- External communication with users (IATA) and various stakeholders (ICAO, CANSO, States, etc.)

Priority 4 : Budget cuts (Updating of our investment plan)

- Suspension of renewal of vehicles,
- Reorganization of the planning of building construction projects;
- Re-planning of any non-priority project beyond 2023.

Priority 5 : support to airlines

- deferred payment of invoices
- Providing direct route to flight when possible

III. COVID 19 pandemic Lesson learnt

Important to have State and regulator on board

- Change procedures and provide specific authorization
- Understand more the need of virtualization particularly remote control and accept implementation of such technology
- Liability
- Scalability (introduction of drone for runways light check and maintenance)

Important of data protection, monitoring and collection

- Cybersecurity
- Resilience

Important of cooperation

- Share spare part of equipment with ANSP and military
- MoU with military stakeholders
- Seamless operation mainly when crossing FIR borders

IV. ASECNA recovery plans

Measures taken to develop an ATM recovery plans that will allow to manage rapidly the growth in traffic

▪ All lessons learnt considered

▪ Health actions

- application of barrier measures, vaccination campaign for all, particularly for ATC etc.

▪ Human resources

- supervision to detect new behaviours and habits that may have emerged during the low traffic period, so that appropriate measures can be taken, etc

▪ Training

- Conduct refresher training , reinforcement of staff capacities, and local supervision, including human factors management

▪ Coordination

- Coordination with airport for traffic flow management
- Civil/military coordination reinforced (e.g. in Niamey FIR with Barkhane operations, military RPAS)

▪ Investment plan reduce to critical actions directly link to users operations

IV. ASECNA recovery plans

Measures taken to develop an ATM recovery plans that will allow to manage rapidly the growth in traffic

▪ Operational

- timely publication of NOTAMs and aeronautical information.
- Conduct of Safety assessment relating to a significant increase in traffic for all the relevant domains: ATS, AIM, MET, CNS, IT system, VHF, etc.
- briefing sessions on the expected level of traffic and the events recorded

▪ Rescue and Fire Fighting

- training and pre-positioning of firefighting vehicles due to high aircraft downtime

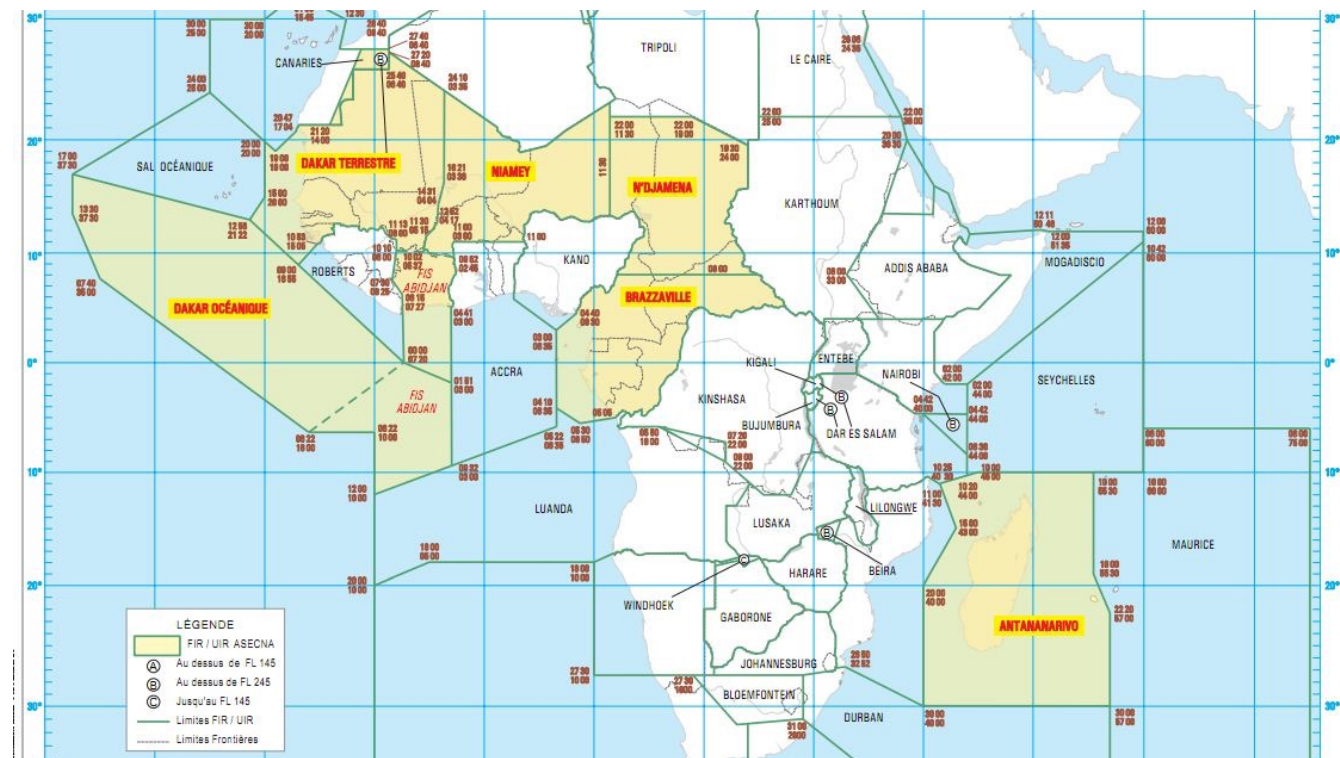
▪ Global Supervision

- establishment of a Central Monitoring unit at the headquarter for experience share and Oversight activities



conclusion

- Cooperation and sharing experience with all stakeholders are the most relevant activities for recovering,
- Innovation, scalability must take part of this new environment
- Close coordination between regulator (State) and ANSP (provider) is the solution for a smooth recovery situation,
- All actions need to be done in a proactive manner to anticipate all action



Thank you

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Mr. Josia Manyakoana

Senior Manager Operations

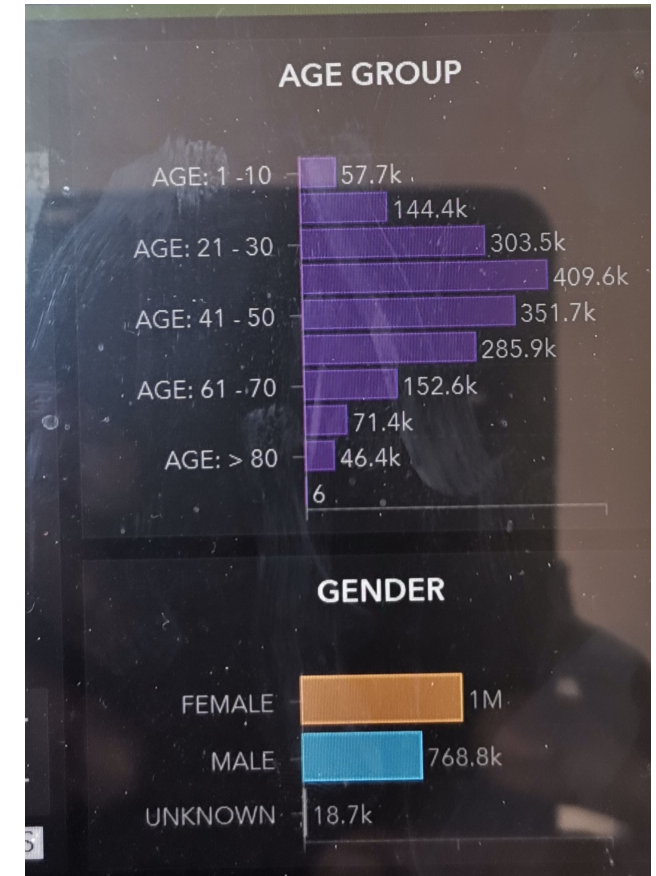
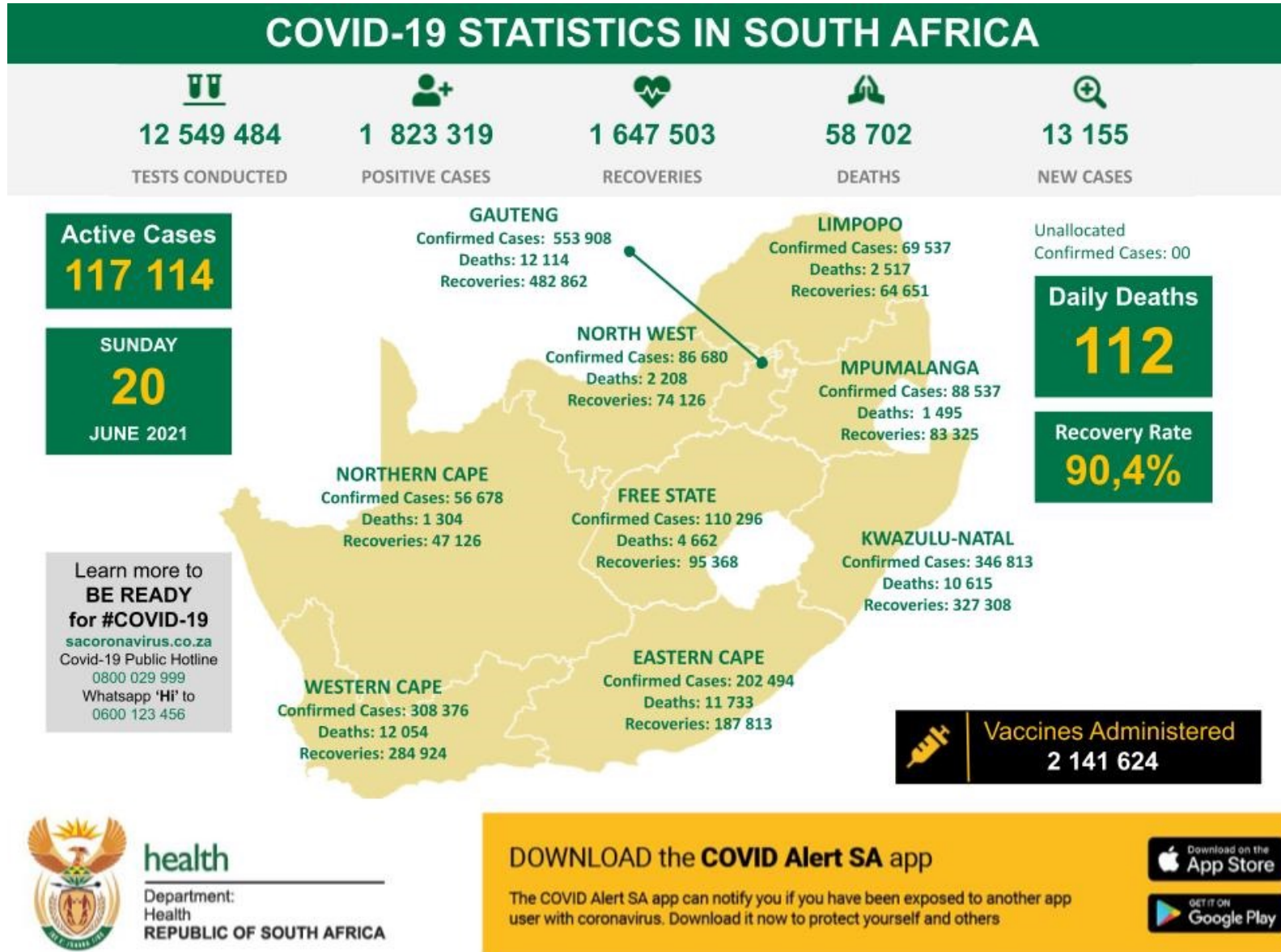
ATNS

Scope of Presentation

1. COVID-19 Statistics in South Africa
 2. Workplace Preparedness
 3. Training and Competency Enhancement
 4. Contingency Measures
 5. Working towards a future sustainable ANS
 6. Quick Poll
 7. Conclusion
- 

COVID-19 Statistics in SA

20 JUNE 2021



Question: Should ATCs be prioritised at a global level for vaccination alongside the air crew?

Workplace Preparedness

1. Screening of staff & visitors accessing workplaces
2. Disinfecting common touch areas frequently
3. Provision of PPEs
4. Ensure workstation are separated to ensure social distancing
5. Deep cleaning after each positive case reported
6. Rather close the workplace if most or all staff are affected and do not compromise safety of staff through pressure to provide the service.



Training & Competency enhancements

Return to Work - ATS Personnel Training Activities

Simulation and theoretical training – retrain as applicable

On the Job Training – retrain as applicable

Assessment/Skills Check

Ensure ATS Personnel Licensing is stringently monitored

Ensure the ATS staff are rotated to provide ATS

Rostering for Peer Support

Theory Exams on SOPs

Staff Engagement and Communication

Emphasis on Vigilance

- ✓ International ATSUs remained open - less traffic
- ✓ Some ATSUs closed for extended periods
- ✓ Only one is still closed
- ✓ Traffic at all units except for general aviation (training) have recovered at or below 65% of pre-covid19 level

Contingency Measures



1. Workplace reconfiguration
2. Amendments of relevant procedures
3. Combining of Sectors were possible
4. Staffing requirements reviewed based on combined sectors (demand)
5. Team based rostering used to reduce impact of COVID-19
6. Reduced ATS hours where applicable
7. Training of new students to be continued (social distancing observed)
8. Maintenance of essential equipment
9. Working closely with the Airport Operators, Airlines & other operators

Working towards future sustainable ANS

We recognize that we have an ailing aviation industry, where cost effectiveness is key to recovery and the future of the industry. The following are therefore important considerations:

- a) Support to Airline service delivery requests
- b) Review Management and Administration of ANS
- c) Review infrastructure deployment and consider the need to consolidate ANS facilities in order to reduce the cost of providing ANS
- d) Consider purpose fit Remote Tower concept of operation to Africa's requirement to address the requirements of *"KEEPING THE LIGHTS ON"*.
- e) Review deployment of ANS personnel and consider the need for resource multi-purposing – *"Lean, Mean & Efficient ANSPs"*
- f) Improve operational efficiency through ATM procedures and Technology
- g) Find ATM Africa solutions for African ATM challenges and contexts, working together!
- h) Review business models or organizational forms of Africa ANSPs

Polling

Quick Poll

1. How resilient has your ANSP been against COVID-19 pandemic? **(Select One)**
 - ☐ Poor
 - ☐ Good
 - ☐ Excellent
2. Has your ANSP identified anything which should have been done differently in managing or responding to the pandemic?
 - ☐ Yes
 - ☐ No
3. Should CANSO approach World Health Organization to enlist ATCs for priority vaccination in Africa?
 - ☐ Yes
 - ☐ No
4. Is our ANSPs Business Models or Organizational forms fit for sustainable ANS provision post COVID-19? **(Select only one)**
 - ☐ None
 - ☐ Few
 - ☐ Most

Conclusion

1. COVID-19 continues to negatively impact the aviation industry at a global level and ANSPs are not spared.
2. ANSP's financial sustainability is highly threatened, however,
3. ANSPs should strengthen their operational readiness to cater for improved demand post COVID-19.
4. CANSO Africa members must rally around the table and create a platform of engagement and information sharing and together;
 - ❖ ensure provision of ANS which is universally safe; technically interoperable; procedurally harmonised; efficient; and affordable (**CANSO goal**).

Thank you

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Mr. Simon Zwane

Senior Manager: ATM Planning & Research

ATNS



Panel Discussion



Capt. Fola Akinkuotu

Managing Director/Chief Executive
NAMA



Dr. Emanuel Chaves

Chairman/Chief Executive Officer
Mozambique Airports



Mr. Daniel Acquah

Deputy Director General -Technical
Ghana Civil Aviation Authority



Mr. Fumu Mondoloka

Chief Executive Officer
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Ms. Sharon Caunt

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IATA

ATM Operations Safely post COVID-19 in Africa

- At a glance ,the ATM system relies mostly on infrastructure and technology. The driver of these, in most cases is air traffic numbers which generates most of the revenue. The Aviation industry has been the hardest hit by the COVID 19 pandemic which has resulted in reduced traffic numbers to most parts of the African continent.
 - As we look forward to a recovery, post the COVID 19, most efforts that are being put in place seems to be focused on ensuring that the ATM System is able to safely and efficiently support the recovery through appropriate infrastructure and technology.
 - But at the centre of any infrastructure and or technology is human that ensures that these systems preform to expectation and the intended benefits are realised.
- 

ATM Operations Safely post COVID-19 in Africa

- While it is critical to ensure that proper infrastructure is in place to support the recovery, post COVID 19, **What has your organisation put in place or is planning to put in place to ensure that personnel in the front line are protected as we recover from COVID 19?**
 - Most parts of the AFI region is in the middle of a third wave, which is disrupting the recent aviation recovery that has been seen in the past months, **do you think that vaccination rollout is the answer and what do you think can be done to ensure that the aviation personnel are prioritised for the vaccination programs?**
- 



Questions and Answers




Mr. William Amoako


Safety, Standards & Quality
Assurance Manager

Ghana CAA

SUMMARY

- Impact of COVID-19 on ATM Operations
 - COVID-19 Response Plan
 - Post COVID-19 Recovery Strategy
 - Airline Expectation
- 


Impact of COVID-19 on ATM Operations

- **Air traffic Volume** drastically fell by about **75% to 95%**
 - **Revenue also** fell by about **50% to 95%**
 - unable to undertake **capital investment** projects
 - Inability to **pay staff full salaries**; contractors and suppliers, etc.
 - Planned staff **training** revised, or halted
 - Challenges with equipment purchase, maintenance, NAVAIDS calibration and Licenses validation
- 

COVID-19 Response Plan

- Stringent COVID-19 prevention measures in addition to the national protocols, including provision of **PPEs**, **enhanced hygiene**, **review rostering**
- **Fixed teams**, ie, Avoid reshuffling staff between teams. **Minimum staffing**.
- **Refinance** of bank **loans**, and renegotiated payment to contractors and suppliers.
- **Freezing of recruitment** of new staff
- **Budget cuts** and **Suspension** of all **non-essential** expenditures
- **Contingency** plans ready in case
- Suspension of **building constructions** and other **non-priority** projects,
- Favour **on-line meetings**
- Financial **Bailout**


Post COVID-19 Recovery Strategy

- **COVID-19 is here to stay.** We must **adapt** to the **new norm** and comply with it's protocols
 - Sensitization and encouragement for vaccination
 - Emphasis on **training**, upskilling and competencies, including refresher courses. **Human Capital Development** in general
 - **Simulator training** to be used to close the **competency gap**
 - Promote **alertness** and **vigilance** due to high **fluctuation in traffic** movements
 - **Team based rostering.** Avoid reshuffling of staff
- 

Post COVID-19 Recovery Strategy

- Find ATM Africa solutions for African ATM challenges. Need for multi-purpose resourcing ANS personnel – *“Lean, Mean & Efficient ANSPs”*
- Purchase and Maintenance of **essential equipment**
- **Remote Tower concept** in Africa to *“KEEPING THE LIGHTS ON”*.
- Close **collaboration** with staff and **stakeholders**, the **Airport Operators, Airlines, Military**, etc
- Set up **Monitoring and evaluation unit**
- CANSO Africa members must **rally around the table** and create a platform of **engagement** and **information sharing**
- **Resilience!! Resilience!! Resilience**

AIRLINE EXPECTATION

- **Passenger demand** is present and **Airlines Are Ready** but need **support**, including **Free Timely processing of Overflight Permit**, and Removal and/or Reduction in **AT(F)M Constraints**.
 - **Confidence** in the system. **Assurance of Capacity and Capability** to meet Demand
 - Complete, Timely, Accurate, Consistent Aeronautical information without any **ambiguities** for ALL information data users
 - Airspace & Route Efficiencies, Including **Direct Routing**
 - **Collaboration, Coordination, Communication**, and **information-sharing** between all stakeholders in order to **recover, reconnect and rebuild** aviation in Africa.
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Thank you

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Ms. Boni Dibate

Director Africa Affairs

CANSO

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