Appendix 7

Draft Project Document
Aerodrome certification for AFI States
Revision 4 (2026-2028)

1.	**Beneficiary State/Group of States:**	**Seven (7) Eastern and Southern African (ESAF) States**: Burundi, Comoros, Djibouti, Eritrea, Lesotho, Malawi, South Sudan. **Seven (7) Western and Central African (WACAF) States:** Cameroon, Central African Republic (CAR), Chad, Democratic Republic of the Congo (DRC), Equatorial Guinea, Liberia, Sao Tome and Principe (STP).
2.	**Project No.:**	AFI/2026/001
3.	**Project Title:**	Assistance to the certification of 14 international aerodromes:
4.	**Project starting**	January 2027
5.	**Duration covered by this revision:**	36 months (starting in January 2027)
6.	**Implementation Agency:**	ICAO
7.	**Source of Funding:**	AFI Plan budget
8.	**Project estimated cost:**	US$ 458, 290

Country	Airport
Burundi	Bujumbura
Cameroon	Douala
CAR	Bangui
Chad	N'djamena
Comoros	Moroni
Djibouti	Djibouti
DRC	Lubumbashi
Equatorial Guinea	Malabo
Eritrea	Asmara
Lesotho	Maseru
Liberia	Roberts Intl
Malawi	Lilongwe
South Soudan	Juba
STP	Sao Tome

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beneficiary States, provided that ICAO shall retain the right to use the said material for the performance of further assistance to any of the States.

A. Project justification

1. Annex 14 to the Chicago Convention of International Civil Aviation requires States to certify all international aerodromes in accordance to the SARPs in ICAO Annex 14 and other International Requirements based on a National Regulatory framework.

2. The **Sixteenth Meeting of the AFI Plan Steering Committee (Montréal, November 2015), the Twentieth Meeting of the Africa-Indian Ocean Planning and Implementation Regional Group (Yamoussoukro, Côte d'Ivoire, November, December 2015) and the Third Meeting of the AFI Regional Aviation Safety Group (Yamoussoukro, Côte d'Ivoire, December 2015),** all raised great concern over the slow progress in the certification of aerodromes. At that time, only about 23 per cent of international aerodromes had been certified in the AFI Region. Furthermore, certification of some of these airports did not follow the appropriate national and international procedures. All the above meetings agreed, amongst other things, for certification of at least 45 per cent of international aerodromes by the end of 2016.

3. Furthermore, the **Sixteenth Meeting of the AFI Plan Steering Committee** directed the **AFI Plan Secretariat** to implement appropriate projects in priority areas including aerodrome certification, in the context of the initiative **"No country left behind"**. In this regard, eight priority States were identified for targeted assistance towards the certification of at least one of their international aerodromes.

4. At the launch of the previous aerodrome certification project in August 2016, the States to be assisted and airports to be certified were selected based on the following criteria listed in order of priority:
   i. States that have not certified any of their aerodromes and have attained an overall level of Effective Implementation (EI) above 60 per cent. Such States were expected to already have in place the necessary regulatory framework for certification.
   ii. States below 60 per cent overall EI that are yet to certify any aerodrome but had already started the process.
   iii. States that had certified at least one airport had demonstrated capacity in this respect and were therefore considered the least priority. Such states were instead required where appropriate to provide expertise to support the project (These States were, however, expected to continue the certification exercise of all their international airports as may be required).
   iv. In addition, the project provided for the integration of new States/airports based on progress made under the USOAP-CMA and reports of Regional Office missions to States.

5. The revised AFI Aviation Safety and Air Navigation Targets provide for the certification of all international aerodromes by the end of 2022. This target was agreed upon to ensure that Africa does not remain behind in the attainment of the requirement for the certification of international aerodromes. Despite the efforts that have been made

to support States to certify at least one international aerodrome, the percentage of certified aerodromes in the ESAF and WACAF regions is far from this target, as only 43 per cent of international aerodromes are certified as of 14 July 2025.

6. By the end of December 2024, the following airports had been certified through assistance from the Project: Cotonou/Benin, Ouagadougou/Burkina Faso, Yaoundé/Cameroon, Abidjan/Côte d'Ivoire, Bamako/Mali, Niamey /Niger, Abuja/Nigeria, Dakar/Senegal, Lungi/Sierra Leone and Brazzaville/Congo, Kigali/Rwanda, Lusaka/Zambia, Windhoek/Namibia, Gaborone/ Botswana and Entebbe/Uganda.

7. As of July 2025, nine (9) States in ESAF and nine (9) States in WACAF are yet to certify at least one international airport including Burundi, Central African Republic, Chad, Comoros Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Gambia, Guinea, Guinea-Bissau, Lesotho, Liberia, Malawi, Sao Tome and Principe, Seychelles, Somalia and South Sudan. Furthermore, among the States having certified one international airport, fourteen States had not yet completed the certification process for all their international aerodromes these include Burkina-Faso, Botswana, Cameroon, Gabon, Kenya, Madagascar, Mali, Mauritania, Mozambique, Niger, Nigeria, Tanzania, Zambia, Zimbabwe).

B. Purpose of the project

The purpose of this project is therefore to to extend the duration of the project by 36 months from January 2026 to assist the 14 States identified above in completing the certification process for the following international aerodromes that have not been certified in the ESAF and WACAF regions as follows:

Country	Airport
Burundi	Melchoir Ndadaye
Cameroon	Douala
CAR	Bangui
Chad	N'djamena
Comoros	Moroni
Djibouti	Djibouti
DRC	Lubumbashi
Equatorial Guinea	Malabo
Eritrea	Asmara
Lesotho	Maseru
Liberia	Roberts Intl
Malawi	Lilongwe
South Sudan	Juba
STP	Sao Tome

C. End of Project Status/Target/Overall Objective/ Strategy

By the end of the project, 14 international airports in the ESAF and WACAF regions falling within the scope of this project will have been certified.

1. Implementation Strategy

1.1 Kick-off meetings: A one-day kick-off meeting attended by the Directors General of the Civil Aviation Authorities and the Airports Authorities of the beneficiary States will be held with each State. The purpose of this meeting will be to sensitize States on the objectives of the project, formally agree with the proposed approach to support the State as provided for in the project document and confirm the commitment of the key officials. The meeting will be held remotely. The meeting may also be conducted on-site at the request of the State. In such a case, all the costs will be supported by the beneficiary State.

1.2 Project team selection: Each beneficiary State will be assigned a project team to assist in the certification of international aerodromes. To constitute the project team, ICAO will identify resource-Experts of CAAs and Airport Authorities from States that have already certified at least one aerodrome, with demonstrated capabilities to assist other States. The project team will be considered as follows:

i. Resource experts responsible for assisting the CAAs should be aerodrome inspectors in their respective States.
ii. Resource experts responsible for assisting airport authorities should be ACI APEX assessors or, if not, should have demonstrated the ability to assist other airports in addressing non-compliance.
iii. RSOOs and any other relevant Organizations may provide additional expertise to support the resource experts.
iv. The project team members will assist the assigned State under the guidance and supervision of the ICAO ESAF and WACAF Offices.

1.3 Project team composition: The ICAO ESAF and WACAF Offices will establish the project team and ensure that the combination of expertise covers all domains in the area of aerodrome and grounds aids. Experts from other areas may be consulted as needed. The Regional Office will assess such needs and include the required expertise in the project team if necessary. If the deployment of additional expertise, not covered by the scope of the project, is needed, the beneficiary State will cover the additional costs.
The project team will be composed of the following experts:

i. Expert in compatibility studies:
ii. Experts in aerodrome operational management assessment:
    - Experts in aerodromes operations
    - Experts in infrastructure
    - Expert in firefighting operations
    - Expert in wildlife hazard management

- Expert in Electrical Systems
- Expert in Aerodrome Safety Management

iii. Other experts with consultation with beneficiary State as follows:

- Expert from Aviation Security (AVSEC)
- Expert from Air Navigation Service (ANS) – Pans-OPS
- Expert from Air Navigation Service (ANS) – AIM

1.4 Familiarization workshops on aerodrome certification: Four familiarization workshops on aerodrome certification will be conducted after the kick-off meeting, two in French one in Portuguese and one in English.
The purpose of the familiarization workshops is to:

iv. Provide briefing and orientation to the experts and project team on the project strategy.
v. Develop capacity and familiarize technical personnel of the beneficiary States involved in the aerodrome certification with the certification process and related activities.
vi. Provide a platform for sharing and exchanging procedures, tools, experience and lessons learned from States that have already certified an airport.

Each familiarization workshop will target a group of States and will be conducted in hybrid mode (virtual and in-person):

The theoretical part will be delivered virtually by the Regional Officers for Aerodromes and Ground Aids (ROs AGA).

The in-person part will be conducted at the location provided by each targeted State in presence of all the technical personnel involved in the aerodrome certification process, from the CAAs and the airport authorities., prior to the start of the theoretical part of the workshop.

1.5 Gap Analysis

Conduct a gap analysis and develop a certification action plan (CAP) for each beneficiary State (CAA and airport authority).

The resource experts will assist the State on-site, in coordination with the ROs AGA. Five days on-site will be allocated for preparatory activities, including the on-site visit of the airports and the review of documentation available in the following steps:

Step 1: Assessing the airport infrastructure - Airport infrastructure/compatibility study

1. Airport Infrastructure/lay-out Documentation Review (*Remote*)

2. Airport infrastructure/ Compatibility assessment (*Onsite*)
   Identification of remedial measures to address non compliances

3. Development of proposals on remedial measures (*Onsite*)

Step 2: Assessing the airport operational management - Airport operational assessment

1. Review of Comprehensive Airport Inspection Report (ACI APEX Report, if not available, another acceptable alternative) (*Remote*).
2. Review of flight operations documentation (*Remote*)
3. Assessment of the airport operational management (*Onsite*)

Step 3: Assessing State's Oversight Capability - CAA's Self-assessment oversight capability

1. Conduct of self-assessment oversight capability (*Remote*)
2. Identification of corrective actions to address non satisfactory elements on the checklists (*Onsite*)
3. Preparation of corrective action plan based on findings of assessment (*Onsite*)

Within one month of the Gap analysis, each State will develop and submit the certification action plan to the accredited ICAO Regional Office for review. The CAP should include the required actions from both the Civil Aviation Authority and the operators of the beneficiary aerodromes to achieve certification.

1.6 Action Plan Implementation:

The project team members will assist the beneficiary States at each phase of the certification process in the conduct of certification activities. The resource experts will provide continuous remote assistance to the beneficiary States and on-site assistance missions will be organized as follows:

Phase 1- Expression of interest: The airport resource experts will assist the airport authorities in consolidating the documentation necessary for the submission of the expression of interest for certification if not yet done. Once the expression of interest is submitted, the CAA resource experts will remotely assist the Civil Aviation Authorities in the evaluation of the expression of interest and the development of the associated report.

Phase 2- Formal demand: The airport resource experts will assist the airport authorities in developing the documentation necessary for the submission of the formal demand for certification. Once the formal demand is submitted, the CAA resource experts will assist the Civil Aviation Authorities in the evaluation of the formal demand and prepare a report of the outcome. This exercise can be conducted remotely or onsite. It will be preferable at the site of the beneficiary State for a period of 10 days.

Phase 3- On-site verifications: The airport resource experts will start assisting the airport authorities in the preparation of the on-site verifications as soon as the formal demand is submitted. Once the formal demand is accepted and at least 80 per cent of the CAP is completed for both the CAA and the airport authorities, the CAA resource experts will assist the Civil Aviation Authorities in the preparation of the on-site verifications. A mission lasting between 5 and 10 days depending on the complexities of the Airport will be organized on-site to assist each beneficiary State in the conduct of on-site verifications and the development of the associated report.

Phase 4- Delivery of certificate: The airport resource experts will assist the airport authorities in the development and implementation of the CAP following the on-site verifications. The

CAA resource experts will assist the Civil Aviation Authorities in the evaluation and monitoring of the CAP until resolution of at least 80 per cent of the non-compliances identified. The resource experts will assist the States/airports in completing the activities required for the delivery of the certificate.

Phase 5- Promulgation of the status of aerodrome certified: Once the aerodrome certificate is delivered, the resource experts will assist the States/Airports in completing the activities required for the promulgation of the status of aerodrome certified.

1.7 CAP implementation monitoring:

The ICAO Regional Offices will monitor the implementation progress of the CAP implementation in coordination with the Project team and the beneficiary States. Regular coordination should be established by the regional officer AGA, as follows:

i. Each beneficiary State will nominate a focal point for the aerodrome certification process. The airport authorities will also nominate local airport focal points.
ii. The State focal point will coordinate with airport local focal points on the implementation of the CAP and submit evidence of completion of actions to the project team.
iii. The project team will validate the evidence of completion, and the State focal point will update the CAP accordingly.
iv. The regional office will conduct a monthly coordination meeting to discuss the progress of implementation and review the updates of the CAP. The meeting will review the CAP and provide additional recommendations for its update, if necessary.
v. The State focal point will submit the revised CAP monthly, and ideally within one week after the monthly coordination meeting.
vi. The Regional Officer will monitor and validate the progress of the implementation of the CAP.

1.8 Wrap-up missions:

At the end of the whole process in each beneficiary State, a 5-day wrap up mission will be conducted by the RO/AGA of the accredited Regional Office. The objective of the mission will be to review the assistance activities as well as the certification files of all the international aerodromes located in the State.

D. Major Elements

Objective 1	Engage States (CAAs and airport authorities) in the certification process	
Deliverable 1.1	A one-day kick-off meeting is held for each new beneficiary State	
Activity #	*Description*	*Actors*
1.1.1	Plan and coordinate the organization of the kick-off meeting of the project with each beneficiary State	ICAO Beneficiary State

1.1.2	Hold the kick-off meeting	ICAO Beneficiary State
Deliverable 1.2	A certification action plan is developed for each beneficiary State at the end of the familiarization workshop	
Activity #	*Description*	*Actors*
1.2.1.	Plan and coordinate the organization of the 10-day workshop with the targeted States	ICAO Beneficiary States
1.2.2.	Hold the resource experts' briefing session	ICAO
1.2.3.	Conduct the 10-day workshop for each beneficiary State (1 resource expert for each CAA of the targeted States, 1 resource expert per each beneficiary airport of the targeted States)	ICAO Resource experts
1.2.4.	Assist States in the development of certification action plans	Resource experts States
1.2.5.	Submit CAP certification to the regional office	States
Objective 2	Assist States in the certification of international aerodromes	
Deliverable 2.1	Documentation required for certification developed for each beneficiary State (regulatory framework and aerodrome manuals)	
Activity #	*Description*	*Actors*
2.1.1	Assist States in the development of the regulatory framework for certification	Resource experts from CAAs
2.1.2	Assist airports in the development of aerodrome manuals	Resource experts from airports
Deliverable 2.2	14 airports certified	
2.2.1	Assist States in the evaluation of expression of interest for certification	Resource experts States, ICAO
2.2.2	Assist States in the evaluation of the formal demand for certification	Resource experts States, ICAO
2.2.3	Assist States in the conduct of technical inspections and the evaluation of the formal demand for certification	Resource experts States, ICAO
2.2.4	Assist States in the conduct of on-site verifications	Resource experts States, ICAO
2.2.5	Assist States in the implementation and monitoring of the CAP until the delivery of the aerodrome certificate for the targeted airport	Resource experts States ICAO
2.2.6	Assist States for the promulgation of the status of aerodrome certified	Resource experts States ICAO
2.2.7	Conduct a 5-day project wrap up mission for each beneficiary State.	ICAO- RO/AGA

E. Inputs:

1. *Input from States*

1.1 **Counterparts**: Aerodrome certification focal points designated by each CAA and Airport operators will coordinate the development and implementation of the State Action Plans. The national stakeholders (CAAs, airport operators, ANSPs, handling

companies, fuel providers, other government agencies, etc.) will participate in the development and implementation of the action plan. Additionally, experts, called resource-experts in this document (from CAAs and from Airport Operators), will be identified by ICAO to assist States in the implementation of their certification action plans.

1.2 **Support staff:** CAAs will provide ICAO with support staff as necessary.

1.3 Familiarization workshops: Each beneficiary State will provide logistics (meeting room, catering, transportation, access to aerodrome, documentation, etc.) for the organization of the workshop. The state should identify a central location as the venue of the workshop and ensure that all stakeholders involved in the certification process are represented. The State will also cover the costs of experts for transportation to the targeted aerodromes.

1.4 **Tools(s):** Each State will provide suitable working tools (telephone, internet, printer, meeting room, etc.) and suitable offices for on-site activities.

1.5 **Transport:** The CAAs will provide local transportation to ICAO staff and Project team members while on site. The CAAs will also facilitate obtaining entry visas for the ICAO RO and for the Experts accredited by ICAO and will provide any other assistance that may be necessary for the fulfillment of their missions.

2. ICAO Inputs

2.1 Experts**:** ICAO will rely on its ROs/AGA, the resource-experts and experts provided by donor States, international Organizations and Partners.

2.2 International missions**:** A provision has been included to cover the ICAO Staff and resource experts' mission expenses for the workshops and visits to States.

2.3 Monitoring and reporting**:** ICAO ESAF and WACAF Offices will be responsible for the monitoring of the project, the production of periodic reports (after each mission and periodic project progress reports) as well as the Project Terminal report. The Regional Offices will also establish and maintain coordination with all stakeholders during the course of the project.

F. Funding

The project will be implemented based on availability of funds. Funding is proposed to come from the following sources;

1. ICAO through ICAO SAFE fund and or CDI
2. Beneficiary States who may fund the project through cost sharing.

3. Donor States
4. RSOO's
5. Development Partners such as EASA, AfDB and the World Bank.

G. Project Work plan

A preliminary work plan is attached as Annex A. This preliminary work plan is indicative and will be refined during the implementation of the project.

H. Estimated Cost (US$): 458,290

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Annex A – Preliminary schedule

Activity	Start date	Duration	End date	Resources
14 Kick-off meetings conducted				
Kick-off meeting 26-1-FR	6-Jul-26	1	6-Jul-26	1
Kick-off meeting p 26-2-EN	20-Jul-26	1	20-Jul-26	1
Kick-off meeting 27-3-FR	15-Mar-27	1	15-Mar-27	1
Kick-off meeting 27-4-EN	1-Feb-27	1	1-Feb-27	1
4 Familiarization workshops conducted				
Familiarization workshop 26-1-FR	13-Jul-26	10	24-Jul-25	4
Familiarization workshop 26-2-EN	27-Jul-26	10	07-Aug-25	4
Familiarization workshop 27-3-FR	22-Mar-27	10	02-Apr-26	4
Familiarization workshop 27-4-Pr	8-Feb-27	10	18-Feb-27	4

		Assist States in the conduct of technical inspections				Assist States in the conduct of on-site verifications				Conduct Wrap up missions		
Country	**Airport**	Start date	Days	End date		Start date	Days	End date		Start date	Days	End date
Burundi	Bujumbura	28-Jul-27	5	02-Aug-27		24-Jan-28	10	03-Feb-28		04-Dec-28	5	09-Dec-28
Cameroon	Douala	13-Mar-26	5	18-Mar-26		20-Mar-26	10	30-Mar-26		15-Feb-27	5	20-Feb-27
CAR	Bangui	13-Mar-26	5	18-Mar-26		14-Sep-26	10	24-Sep-26		15-Mar-27	5	20-Mar-27
Chad	N'djamena	20-Mar-26	5	25-Mar-26		21-Sep-26	10	01-Oct-26		15-Apr-27	5	20-Apr-27
Comoros	Moroni	13-Mar-26	5	18-Mar-26		14-Sep-26	10	24-Sep-26		15-Apr-27	5	20-Apr-27
Djibouti	Djibouti	20-Mar-26	5	25-Mar-26		21-Sep-26	10	01-Oct-26		22-Apr-27	5	27-Apr-27
DRC	Lubumbashi	27-Mar-26	5	01-Apr-26		5-Oct-26	10	15-Oct-26		17-May-27	5	22-May-27
Equatorial Guinea	Malabo	27-Mar-26	5	01-Apr-26		5-Oct-26	10	15-Oct-26		24-May-27	5	29-May-27
Eritrea	Asmara	27-Mar-26	5	01-Apr-26		12-Oct-26	10	22-Oct-26		17-May-27	5	22-May-27
Lesotho	Maseru	17-Aug-27	5	22-Aug-27		21-Feb-28	10	02-Mar-28		24-May-27	5	29-May-27
Liberia	Roberts Intl	17-Aug-27	5	22-Aug-27		21-Feb-28	10	02-Mar-28		11-Dec-28	5	16-Dec-28
Malawi	Lilongwe	28-Jul-27	5	02-Aug-27		24-Jan-28	10	03-Feb-28		11-Dec-28	5	16-Dec-28
South Soudan	Juba	27-Mar-26	5	01-Apr-26		12-Oct-26	10	22-Oct-26		14-Jun-27	5	19-Jun-27
STP	Sao Tome	27-Mar-26	5	01-Apr-26		12-Oct-26	10	22-Oct-26		14-Jun-27	5	19-Jun-27

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Appendix B – Estimated Cost

Activity	2026	2027	2028	TOTAL
Expenditures	**301325**	**84915**	**72050**	**458290**
Engage States and airports in the certification process				
Kick-off meetings (virtual)				
Familiarization workshops	**24560**	**25560**	**0**	**50120**
Familiarization workshop 26-1-FR	12760			
Familiarization workshop 26-2-EN	11800			
Familiarization workshop 27-3-FR		12760		
Familiarization workshop 27-4-EN		12800		
Assist States in the certification of international aerodromes				
Assistance – Documentation and evaluation (remotely)				
Assistance missions - Technical inspections	**129525**	**46250**	**0**	**175775**
Bujumbura		11250		
Douala	12950			
Bangui	13200			
N'djamena	12625			
Moroni	13325			

Activity	2026	2027	2028	TOTAL
Djibouti	17000			
Lubumbashi	12350			
Malabo	10600			
Asmara	13875			
Maseru		12500		
Roberts Intl		11250		
Lilongwe		11250		
Juba	11125			
Sao Tome	12475			
Assistance missions - On-site vérifications	**147240**	**0**	**50000**	**197240**
Bujumbura			12000	
Douala	14720			
Bangui	15120			
N'djamena	14200			
Moroni	15320			
Djibouti	21200			
Lubumbashi	13760			
Malabo	10960			
Asmara	16200			
Maseru			14000	
Roberts Intl			12000	
Lilongwe			12000	
Juba	11800			
Sao Tome	13960			
Wrap-up missions	**0**	**25905**	**9250**	**35155**
Bujumbura			2250	
Douala		2590		
Bangui		2640		
N'djamena		2525		

Activity	2026	2027	2028	TOTAL
Moroni		2665		
Djibouti		3400		
Lubumbashi		2470		
Malabo		2120		
Asmara		2775		
Maseru			2500	
Roberts Intl			2250	
Lilongwe			2250	
Juba		2225		
Sao Tome		2495		

The proposed budget for the project is presented in the table above. The estimates for each activity were determined as described below.

Item	Description
Kick-off meetings (virtual)	Meetings as per Activity 1.1.2. As the meetings are conducted virtually, there is no related cost.
Familiarization Workshops	Correspond to Activity 1.2.3. The estimated costs are based on the following assumptions: a) Number of participants for whom the travel cost is covered by project funds: 1 per CAA, 1 per targeted airport b) Mission duration: 10 working days plus travel time c) Workshops: held in each of the beneficiary States, using the average DSA rate for the State as of April 2024.
Documentation and Evaluation (remotely)	Assistance as per Activities 2.1.1, 2.2.1, 2.3.1. Assistance will be conducted remotely. Therefore, there is no related cost.
Assistance missions-Technical inspections	Corresponds to Activity 2.3.3. The estimated costs are based on the following assumptions: a) Number of experts for whom the travel cost is covered by project funds: 5 b) Mission duration: 5 days plus travel time Any additional expert expenditure, if deemed necessary, will be covered by the State
Assistance missions-On site verifications	Corresponds to Activity 2.3.4. The estimated costs are based on the following assumptions: c) Number of experts for whom the travel cost is covered by project funds: 4 d) Mission duration: 10 days plus travel time e) Any additional expert expenditure, if deemed necessary, will be covered by the State
Wrap-up missions	Corresponds to Activity 2.3.7. The estimated costs are based on the following assumptions: a) Number of Regional Office staff for whom travel cost is covered by project funds: 1 b) Mission duration: 5 working days plus travel time
General	a) Mission costs include a ticket cost of $1,500. The DSA rates for each location are based on the standard DSA rates of June 2024.