Project Document
Training and Qualification of Aerodrome and Ground aids (AGA) technical staff (2026-2030)

1.	**Beneficiary State/Group of States:**	AFI members states
2.	**Project No.:**	**XXXXX**
3.	**Project Title:**	Training and qualification of AGA Technical Staff (Regulators and Airport operators)
4.	**Project starting**	**XXXXX**
5.	**Project duration**	60 Months
6.	**Duration covered by this revision:**	-
7.	**Implementation Agencies:**	ICAO, in coordination with States Airport operators, RSOOs (BAGASOO, CASSOA, SASO, URSAC), AFCAC (AFI CIS) and AFI Plan Partners*** – ACI, IATA and regional economic bodies
8.	**Source of Funding:**	ICAO AFI-Plan
9.	**Project estimated cost:**	**USD 808 080**

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A. Project justification

1. Under the USOAP-CMA, the AFI region has not performed very well in Aerodromes and Ground Aids (AGA) auditable area and particularly in Critical Element 4 (Technical Personnel Qualification and Training) Protocol Questions. This area requires Civil Aviation Authorities to have sufficient numbers of technical staff who are suitably trained to ensure the oversight functions of the aerodromes. The average score of 47.33% being below the Global Aviation Safety Plan target. With the performance in CE-4 affecting the performance in the Critical Elements of CE-6, CE-7 and CE-8.
2. ICAO USOAP Audit reports as well as the technical assistance carried out in most of the States of the AFI region revealed that not only the civil aviation authorities but also the aerodrome operators do not have sufficient trained personnel to perform the tasks related to aerodrome certification and operations.
3. Moreover, the experts available in the States do not cover all the specialties of the aerodrome operations items, and some have not undertaken the necessary training including undertaking of the mandatory On-the Job Training (OJT); this situation leads States to call on regional experts and other States as part of their aerodrome certification process or oversight activities.
4. Following the PANS-Aerodrome Study Group (PASG) in coordination with the Secretariat and the Aerodrome Design and Technical Operation Group (ADOP); and third meeting of the Aerodrome Design and Technical Operation Expert Group (ADOP/3), the need to train the operating personnel of an aerodrome operator was considered essential in the third edition of the PANS-Aerodromes by introducing a chapter on training.
5. APIRG/23 Conclusion 23/10 noted that, in order to improve the Projects implementation efficiency and avoid duplication of efforts, and based on linkages between Projects, Projects 2, 3, 4, 5 and 7 were merged with the aerodrome certification Project. This resulted in the following projects under AAO/SG :Training and qualification of technical staff (Regulators & Airport operators), Implementation of Runway safety programmes at Aerodromes, Establishment and implementation of A-CDM, and Aerodrome Certification (SMS, regulatory framework, procedures and manuals)
6. A GAP analysis was carried out as part of the project definition exercise which identified the areas to enhance capacity. Therefore, it is important to support States (Civil aviation authorities and Airport operators) in the AFI region to have sufficient trained personnel to perform AGA tasks including aerodrome certification tasks and oversight activities, and the experts must cover all the specialties of the AGA domain of civil engineering, electrical engineering, operation, rescue and fire fighting services, wildlife hazard management, etc).

B. PROJECT SCOPE

The project seeks to address the gaps identified in AGA technical staff training.

The scope of the project includes the technical staff from the Civil Aviation Authorities and airport authorities involved in aerodrome and ground aids design and operations in the AFI states.

C. End of Project Status/ Target / Overall Objective

1. By the end of the project, 400 hundreds AGA experts would have been trained in the AFI region, 50 instructors and 50 course developers would be qualified to instruct and develop courses in the AGA area of expertise. This would be structured such that there are two inspectors per State per

year within a group of five States for five years. The current inexistant courses identified in the gap analysis would be developed.

D. Implementation Strategy

1.1 GAP Analysis: A GAP analysis was conducted to determine the capacity needs for AFI States in aerodrome operations and oversight. Further availability of technical expertise in the development of course within the region has been identified and their technical capacity noted.

The following training courses are proposed for prioritization, following responses from States.

a) Aerodrome planning, design and construction and maintenance.

b) Aerodrome operations, including apron operations.

c) Safety and management.

d) Rescue and firefighting services, covering Operational, regulatory and Management staff.

e) Visual Aids; Markings and Airfield lighting.

f) Aerodrome Safety Risk Assessment and safety studies.

g) Application and processing of exemptions at an aerodrome.

h) Obstacle restriction and removal.

i) Government Safety Inspector - AGA

1.2 Courses and course Development: Technical experts together with identified ATOs shall undertake to develop allocated courses. The course development shall conform to the ICAO TRAINAIR Plus requirement for development of STPs.

a) **Existing Courses**: For courses that are already available, the project team will collaborate closely with the ATOs to facilitate the effective delivery of these courses. This will involve supporting the ATO in implementing the training as per established standards.

The following course are available in the regional training organisations,

i. Aerodrome operations, including apron operations.

ii. Safety and management.

iii. Rescue and firefighting services -Operational.

iv. Aerodrome Safety Risk Assessment and safety studies.

Through coordination with ATOs in different regions, the following training courses maybe obtained for delivery.

i. Aerodrome Safety Risk Assessment and safety studies.

ii. Application and processing of exemptions at an aerodrome.

iii. Obstacle restriction and removal.

b) **Courses under Development**: Where ATOs have courses that are in development but not yet finalized to conform to the ICAO TRAINAIR Plus requirement for development of STPs, the project team together with identified ATOs shall complete and refine the training modules, ensuring they align with STP requirements.

The East African School of Aviation Nairobi is developing a Government Safety Inspector – AGA, that the project may support.

c) **Non-existent Courses**: In instances where there is no existing training module, the project team shall together with identified ATOs undertake to develop the identified courses. The course development shall include all phases of development, from initial design to final implementation, ensuring the new module meets conform to the ICAO TRAINAIR Plus requirement for development of STPs.

The following training courses are not available in the region and will require to be developed;

i. Aerodrome planning, design and construction and maintenance.

ii. Visual Aids; Markings and Airfield lighting.

1.3 Train the Trainer: In order to guarantee effective and sustainable delivery of the courses, where the training ATO lacks qualified trainers, the project team will collaborate with the ATOs to identify and qualify possible visiting trainers in the short term, and in the long term develop and qualify trainers.

The identified instructors shall undergo requisite training to build their capacity and enable them the deliver the courses. Qualification of trainers shall be in line with ICAO requirements for delivery of STPs.

Through these initiatives, the project aims to ensure that training courses are delivered effectively, whether by leveraging existing expertise or by developing new capabilities.

1.4 Course Delivery: The courses shall have classroom delivery as well as practical sessions as may be required. Developed courses shall use case studies to complement the learning experience.

The project may subsidize the cost of courses to make them more accessible to state participants by covering full or partial training tuition for state nominated participants, and ICAO to negotiate with the ATOs for potential discounts to reduce project costs.

ICAO to be responsible for managing the subsidies and set a timeline for when the subsidies will start and the expected duration of negotiations with the ATO.

In instances where the course has been developed by the project team together with identified ATO, the ATO shall provide a waiver for the Tuition for the course participants under this project, and the project will meet the overhead costs of delivering the course that will include; facilitation for the trainers and meals for participants. States may also host the training and the project only meets the cost of facilitating the Trainers to the host State.

1.5 Follow up and Feedback: ICAO Regional Offices in Dakar and Nairobi will be responsible for the supervision of the project as implemented within their respective jurisdictions. The follow up shall be done through the Regional Offices to ensure that the project has an impact on the operation and oversight of aerodromes in the region.

1.6 Course participants: The project will target to provide training to at least 400 Participants over the 60 months period in the different training courses. The next phase of the project will be provision of OJT to state experts.

1.7 Invitations to participate: Invitations to participate will be sent by ICAO to all identified participants. Letters of invitation for training participants will be sent to the Directors General of Civil Aviation Authorities and Airports. In addition to the invitation to nominate participants, the letters will also aim to sensitize states to the project objectives, formally adopt the training plan and schedule and confirm the commitment of the first officials.

1.8 Trainers:

1.8.1 Role of ICAO

Subject to Paragraph 2.3 ICAO will designate resource experts (regulators and operational) from States that have instructor competencies in the AGA field, having demonstrated their ability to assist other States in training technical staff. In addition, the RSOOs, AFI-CIS and ACI will provide additional expertise to support these resource persons under the supervision and monitoring of the Regional Office.

1.8.2 Composition of Trainers

a) Certified trainers at the approved taining organisations delivering the courses.

b) Experts and trainers in the AGA area of the ICAO Regional Office

c) Experts and trainer in the AGA area from AFI States,

d) Aerodromes Experts of AFI-CIS and RSOOs,

e) Experts from international organisations such as ACI and development partners

1.8.3 Role of Project Team

The project team will serve as project managers, liaising with the Regional Offices.

1.9 Training Organisations

The following training organisations responded to the Questionnaires sent to states and agreed to collaborate with the project;

1. CCAA Training School – Cameroon
2. Ecole Africaine de la Météorolgie et de l'Aviation Civile (EAMAC) – Niger
3. Ethiopia Aviation Academy - Ethiopia
4. Nigeria College of Aviation Technology (NCAT) – Nigeria.
5. Sierra Leone School
6. East African School of Aviation – Kenya.
7. Civil Aviation Training Centre – Tanzania.

1.10 Training workshops for CAA and airport technical staff will be specified at a later date. The purpose of these workshops is to retrain, train and qualify the technical staff of the participating States.

The trained and qualified technical personnel, from CAAs and airport authorities will assist States in carrying out the certification and oversight of aerodromes.

E. Inputs:

1. ***Input from States***

1.1 **Counterparts**: Aerodrome operations and oversight experts from the team and participating States shall be responsible for provision of technical assistance in the development and implementation of aerodrome operations and oversight related training.

ICAO, through the Regional Officers shall provide guidance and expertise in the development of the courses.

Additionally, training organizations within the AFI region with capacity for development of STPs be identified and to provide Course Developers to facilitate the development of appropriate courses.

1.2 **Support staff**: Participating States (Aerodrome Operators and CAAs) and RSOOs shall provide necessary support staff as may be required

1.3 **Validation Workshops**: A States (to be determined on voluntary basis) shall host the initial working session for the team(s) in development of courses. The volunteer State shall provide facilities including meeting room, meals and refreshments, internet connections, among others free of charge to the project.

Each State shall cover costs associated with the participation of their representatives at the initial working session of the team(s) including airfare, per diems, visa etc.

1.4 **Office(s)**: Each participating State shall provide suitable working tools (telephone, internet, printer, meeting room) for suitable phases of the project.

1.5 **Transport**: Hosting States shall provide local transport to the participant free of charge to the project

2 ***ICAO Inputs***

2.2 **Funding for the project**: The project will be funded by available ICAO Implementation Support initiatives..

2.3 **Experts**: ICAO will mainly rely on its Dakar and Nairobi AGA Regional Officers RO/AGA as well as from RSOOs that have AGA experts.

2.4 **International missions**:

a) **Monitoring and reporting**: ICAO Regional Office(s) in Nairobi and Dakar will be responsible for the supervision of the project, the production of periodic as well as the Project Terminal report. The Regional Offices shall also establish and maintain coordination with all the participants in the project during the course of its execution.

b) **Launching meeting**: ICAO will cover the costs of the meeting using project funds.

c) **Miscellaneous expenses:** Administrative overheads that may be incurred will be paid from the project funds.

F. Project Work plan

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

G. Estimated Cost (US$): US$ 808 080

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Appendix A – Preliminary Schedule

S.no	ACTIVITY	Action By	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1.	Project Team meeting with ICAO to discuss implementation plan	ICAO Project Team																				
2.	Conduct of a high level meeting with ATOs to obtain commitment	ICAO																				
3.	Review Training Modules of the participating ATOs and conduct Gap Analysis to determine training capacity in the region (instructors).	Project Team																				
4.	Conduct of a high level meeting with RSOOs and ACI to obtain commitment	ICAO																				
5.	Conduct of a high level meeting to obtain commitment of States	ICAO																				
6.	Train and qualify instructors (Formal Courses and OJTI) Conduct Instructor Training and arrange OJT	ICAO																				
7.	Validate available courses in the region to STPs **Those that are not yet validated*	ICAO ATOs, Project Team																				
8.	Organize and coordinate periodized Trainings	ICAO ATOs, Project Team, RSOOs, ACI																				
9.	Develop and implement new training courses based on training needs GAP analysis, in collaboration with identified ATOs.	ICAO ATOs, Project Team, RSOOs, ACI																				
10.	Monitoring and evaluation of the Project	ICAO Project Team																				

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Appendix B – schedule of Cost

To estimate the project cost, its estimated that each course session will have 20 participants, and approximately 20 training sessions for the various courses will be delivered in a period of two years;

1. Number of Training Courses: Assuming 20 training sessions for the various courses
2. Participants per Course: 20 participants
3. Total Participants: 20 courses × 20 = 400 participants
4. Duration per Course: 5 days (most of the course are for five days)
5. Training Delivery Cost per Course (Considering delivery of courses in States):
    a) Instructor Facilitation Fees: incorporated in the Tuition
    b) Course Material Development/Printing: $1,000/course
    c) Venue, Meals, Local Logistics: Host state
    d) ICAO RO Coordination & Oversight: $2,000/course
6. Tuition for each course Participant: $1,500/course
7. Project Team Travel & DSAfor OJTs sessions: $2 instructors per session
8. Course Development (for new STPs and GSI): 50 course developers
9. Training of Instructors / Course Developers: 50 instructors

Estimated Project Budget (USD)

Prodoc Reference	Activity	2026	2027	2028	2029	2030	Total
	Expenditures	**179000**	**176080**	**151000**	**151000**	**151000**	**808080**
Objective 1	**Train experts in the AFI region**	120000	120000	120000	120000	120000	
Deliverable 1.1	Train 400 experts in the priority courses						
Activity 1.1.1	Aerodrome planning, design and construction and maintenanc	30000		30000		30000	
	Aerodrome operations, including apron operations.	30000		30000		30000	
	Safety and management.		30000		30000	30000	
	Rescue and firefighting services		30000		30000		
	Visual Aids; Markings and Airfield lighting.	30000		30000			
	Aerodrome Safety Risk Assessment and safety studies.	30000		30000			
	Application and processing of exemptions at an aerodrome.		30000		30000		
	Obstacle restriction and removal.		30000		30000		
	GSI AGA					30000	
Deliverable 1.2.	**Train 50 instructors**	**15000**	**15000**	**15000**	**15000**	**15000**	
Activity 1.2.1	TIC training FR	7500	7500	7500	7500	7500	
Activity 1.2.2	TIC training EN	7500	7500	7500	7500	7500	
Deliberable 1.3	**Train 50 course developers**	**15000**	**15000**	**15000**	**15000**	**15000**	
Activity 1.3.1	TDC training FR	7500	7500	7500	7500	7500	
Activity 1.3.1	TDC training EN	7500	7500	7500	7500	7500	
Deliberable 1.4	**Conduct 10 OJTsessions**	**14400**	**14400**	**14400**	**14400**	**14400**	
Activity 1.4.1	GC, GEL , OPS OJT sessions EN	7200		7200		7200	
Activity 1.4.2	GC, GEL , OPS sessions FR	7200		7200		7200	
Activity 1.4.3	SLI, Wiildlife sessions EN		7200		7200		
Activity 1.4.4	SLI, Wiildlife Sessions EN		7200		7200		
Objective 2	**Develop and validate new courses**	**44000**	**41080**	**16000**	**16000**	**16000**	
Deliverable 2.1	GSI AGA developed and validated		25080				
Deliverable 2.2	Validate priority courses for implementation in the AFI region	28000					
	Project management miscelleanous	16000	16000	16000	16000	16000	

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Appendix C

Major Elements for Development of Courses

Objective 1	Train experts in the AFI region	
Result 1.1	400 experts trained in the priority trainings	
Activity #	*Description*	*Actors*
1.1.1	Conduct training sessions for each of the 9-priority courses identified	ICAO, ATO, States & RSOOs, & Resource Experts
Result 1.2	50 instructors trained and qualified	
Activity #	*Description*	*Actors*
1.2.1	Conduct training sessions to qualify 10 instructors per year	ICAO, ATO, States, RSOOs & Resource Experts
Result 1.3	50 course developers trained and qualified	
Activity #	*Description*	*Actors*
1.3.1	Conduct training sessions to qualify 10 course developers per year	ICAO, ATO, States, RSOOs & Resource Experts
Result 1.4	10 OJT sessions conducted	
Activity #	*Description*	*Actors*
1.4.1	Conduct 10 OJT sessions	ICAO, ATO, States, RSOOs & Resource Experts

Objective 2	Develop and validate new courses for delivery in the AFI region	
Result 2.1	GSI AGA developed and validated	
Activity #	*Description*	*Actors*
2.1.1	Develop and validate GSI AGA course	ICAO, ATO, States, RSOOs & Resource Experts
Result 2.2	Validate priority courses for delivery in the AFI region	
Activity #	*Description*	*Actors*
2.2.1	Conduct validation sessions for initial priority training	ICAO, ATO, States, RSOOs & Resource Experts