AAO/SG7 WP 3A 2 C Appendix

1.	**Beneficiary State/Group of States:**	Eligible 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**	24 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:**	**XXXXX**

A. Project justification

1. Under the USOAP-CMA, the AFI region has continuously performed dismally in Aerodromes and Ground Aids (AGA) auditable area and particularly in Critical Element 4 (Technical Personnel Qualification and Training) Protocol Questions requiring Civil Aviation Authorities to have sufficient numbers of technical staff who are suitably trained to ensure the oversight functions of the aerodrome safety; with an average score of 47.33% and 53.07% both being below the Global Aviation Safety Plan target. The performance in CE-4 negatively affects the performance of 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.

3. Moreover, the experts available in the States do not cover all the specialties of the aerodrome certification items, and some have not undertaken the necessary training, including the mandatory on-the-Job Training (OJT); this situation leads States to call on regional experts and experts from other States to complete their aerodrome certification process.

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 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 be 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. Therefore, it is important to support States (Civil aviation authorities and Airport operators) in the AFI region to have sufficient trained personnel to perform aerodrome-related tasks including aerodrome certification. Furthermore, the aerodrome inspectors within the States must cover all the specialities of the AGA domain of civil engineering, electrical engineering, operations, rescue and firefighting services, and wildlife hazard management).

B. PROJECT SCOPE

The project seeks to adress gaps in aerodrome technical staff training and qualification identified in the region, of focus are the areas of SMS implementation, runway Safety, and aerodrome certification with an aim of enhancing safety at Aerodromes in line with Abuja Safety Targets for Aviation Safety in Africa.

The project targets aerodrome technical staff from the Civil Aviation Authorities and airport authorities involved in airport certification in the AFI states.

C. End of Project Status/ Target / Overall Objective

1. By the end of the project, the AFI region will have :

 - completed the offering of ICAO GAT training courses in xxxx in local ATOs in each subregion of ESAF and WACAF

 - Trained 250 technical staff from States in the areas of xxxxxxx

- Facilitated the OJT of 100 inspectors
- Trained 25 course developers
- Trained 100 instructors
- Developed a GSI inspector course

2. At least 90% of states will have sufficient number of qualified aerodrome inspectors and technical staff both for regulators and airports operators

D. Implementation Strategy

2.1 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 maybe prioritized, 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.

2.2 Courses and course Development: Technical experts shall together with identified ATOs shall undertake to develop allocated courses as determined in 2.1 (gap analysis). The course development shall conform to the ICAO TRAINAIR Plus requirement for development of STPs. Where the ATO has developed courses;

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.

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 shall together with identified ATOs shall complete and refine the training modules, ensuring they align with STP requirements.

c) **Non-existent Courses**: In instances where there is no existing training module, the project team shall together with identified ATOs shall undertake to develop allocated courses as determined in 2.1 (gap analysis). 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.

2.3 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 ATO

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.

2.4 **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.

2.5 **Follow up and Feedback:** ICAO Regional Offices in Dakar and Nairobi will be responsible for the monitoring 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.

2.6 **Course participants:** The project will target to provide training to at least 300 Participants over the 24 months in the different training courses.

2.7 **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.

2.8 **Trainers:**

2.8.1 **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.

2.8.2 **Composition of Trainers**

    a)   Expert and trainer in the AGA area of the ICAO Regional Office

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

    c)   Aerodromes Experts of AFI-CIS and RSOOs,

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

2.8.3 Role of Project Team

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

2.9 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 Aviation School
6. East African School of Aviation – Kenya.
7. Civil Aviation Training Centre – Tanzania.

2.10 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 **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 AFI PLAN.

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$): US$ XXXXX
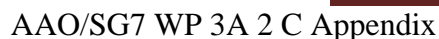
Appendix A – Preliminary Schedule

S.no	ACTIVITY	Action By	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
1.	Project Team meeting with ICAO to discuss implementation plan	ICAO Project Team	X																							
2.	Conduct of a high level meeting with ATOs to obtain commitment	ICAO	X																							
3.	Review Training Modules of the participating ATOs and conduct Gap Analysis to determine training capacity in the region (instructors).	Project Team	X	X																						
4.	Conduct of a high level meeting with RSOOs and ACI to obtain commitment	ICAO		X																						
5.	Conduct of a high level meeting to obtain commitment of States	ICAO		X																						
6.	Train and qualify instructors (Formal Courses and OJTI) Conduct Instructor Training and arrange OJT	ICAO			X	X	X																			
7.	Validate available courses in the region to STPs *Those that are not yet validated*	ICAO ATOs, Project Team				X	X	X	X																	
8.	Organize and coordinate periodized Trainings	ICAO ATOs, Project Team, RSOOs, ACI						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
9.	Develop and implement new training courses based on training needs GAP analysis, in collaboration with identified ATOs.	ICAO ATOs, Project Team, RSOOs, ACI	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
10.	Monitoring and evaluation of the Project	ICAO Project Team	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Appendix B – schedule of Cost

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Appendix C

Major Elements for Development of Courses

Objective 1	AGA Training GAP Analysis for AFI Region	
Key Performance indicator (s)	*Aerodrome Inspector Training Standards and Aerodrome Operator Training & Qualification Requirements*	
	RASG-AFI AGA Training needs	
Result 1.1	Development of Aerodrome Training Document	
Activity #	*Description*	*Actors*
1.1.1	Conduct of a high-level meeting to obtain commitment of States	ICAO, States & RSOOs
Result 1.2	Workshop on the Aerodrome Inspector and Operator Training Requirements	
Activity #	*Description*	*Actors*
1.2.1	Plan and organise a familiarisation workshop involving key stakeholders/actors	ICAO, States, RSOOs & Resource Experts
1.2.2		
Result 1.3	Establishment of an Aerodrome Training Gap Analysis tool	
Activity #	*Description*	*Actors*
1.3.1	Develop a generic Aerodrome Inspector Training Gap Analysis tool	ICAO, States, RSOOs & Resource Experts
1.3.2	Develop a generic Aerodrome Operational Personnel Training Gap Analysis tool	ICAO, States, RSOOs & Resource Experts
Result 1.4	Conduct RASG-AFI AGA Training Gap Analysis	
Activity #	*Description*	*Actors*
1.4.1	Conduct Gap Analysis to determine training deficiencies in the region.	ICAO, States, RSOOs & Resource Experts
1.4.2	Conduct Gap Analysis to determine training capacity in the region (instructors).	ICAO, States, RSOOs & Resource Experts

Objective 2	Develop theoretical and practical courses in the AGA field and train the trainers	
Key Performance indicator (s)	*Numbers of courses developed*	
Result 2.1	Adoption of Project Document	
Activity #	*Description*	*Actors*
2.1.1	Conduct of a high-level meeting to obtain commitment of States and RSOOs *To consider virtual meeting*	ICAO, States, RSOO

Result 2.2	Workshop on the Inspector Training and Qualification System	
Activity #	*Description*	*Actors*
2.2.1	Plan and organise a familiarisation workshop involving key stakeholders/actors	ICAO, Resource Experts, RSOOs

Result 2.3	Development of training resource capacity (required Courses and Instructors)	
Activity #	*Description*	*Actors*
2.3.1	Train and qualify course developers - Provide Training Developers Course - Arrange OJT	ICAO, Resource Experts, Training Organisations, RSOOs
2.3.2	Develop required courses - Assemble Course development teams - Develop and validate courses	Training Organisations, Certified Course developers, SMEs,
2.3.3	Conduct assessment for designation of satellite course centres.	Training Organisations, RSOO, CAA
2.3.4	Train and qualify instructors (Formal Courses and OJTI) - Conduct Instructor Training - Arrange OJT	RSOO, Qualified Instructors, Instructor Trainees
Result 2.4	Translate the developed course materials	ICAO, Resource experts

Objective 3	Build Capacity through qualification of trainers	
Key Performance indicator (s)	*Number of trainers trained*	
Result 3.1	Determination of Trainer Capacity	
Activity #	*Description*	*Actors*
3.1.1	Establish the available number of qualified Trainers	ICAO, States & RSOOs
Result 3.2	Provide Training for Instructors	
Activity #	*Description*	*Actors*
3.2.1	Conduct of Training for Trainers (adopt ICAO TRAINAIR Plus instructor training system) - Online training - Classroom training	ICAO, States & RSOOs
3.2.2	Conduct of OJT Instructor Courses	ICAO, Training Organizations

Objective 4	Delivery of Training to CAA Aerodrome Inspectors and Airport Operator Staff	
Key Performance indicator (s)	*Numbers of aerodrome inspectors trained*	
	Number of aerodrome operation staff trained	

Result 4.1	Complement existing framework for training and qualification of inspector (3 additional components)	
Activity #	*Description*	*Actors*
4.1.1	Develop generic training policy, program and plan	ICAO, States and RSOOs
4.1.2	Develop a training record keeping system - Initialisation and development - Validation of record keeping system	ICAO, Resource Experts
4.1.3	Develop OJT Process - Development of OJT process document - Validation of document	ICAO, Resource Experts
Result 4.2	Adoption by States	
Activity #	*Description*	*Actors*
4.2.1	Conduct of Training System Course - 4 days' course on the training policy and process - 6 days on the record keeping system (if automated)	ICAO, Resource Experts
4.2.2	Conduct of OJT Instructor Courses	ICAO, Training Organisations
Result 4.3	Establishment of inspector training plan	
Activity #	*Description*	*Actors*
4.3.1	Determination of regional training need - Conduct of training gap analysis (states within the project) - Determination of overall gaps	ICAO, States & RSOOs
4.3.2	Development of training plan	ICAO, State & RSOOs
Result 4.4	Implementation of Training Plan	
Activity #	*Description*	*Actors*
4.4.1	Development of implementation schedule	ICAO & States
4.4.2	Conduct of Training Courses	Resource Experts
4.4.3	Monitoring and evaluation of implementation progress - Course delivery inspection - Periodic review of plan - Update of training plan	ICAO & States
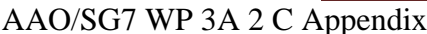
Appendix D COURSE DEVELOPMENT AND DELIVERY SCHEDULE FOR NEW COURSES

TRAINING AND QUALIFICATION OF AGA TECHNICAL STAFF (REGULATORS AND AIRPORT OPERATORS) IMPLEMENTATION SCHEDULE																												
NO.	OBJECTIVE	KEY PERFORMANCE INDICATOR (S)	RESULT	ACTIVITY	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
1	AGA Training GAP Analysis for AFI Region	*1. Aerodrome Inspector Training Standards and Aerodrome Operator Training & Qualification Requirements* *2. RASG-AFI AGA Training needs*	Development of Aerodrome Training Document	Conduct of a high-level meeting to obtain commitment of States	▓																							
			Workshop on the Aerodrome Inspector and Operator Training Requirements	Plan and organize a familiarization workshop involving key stakeholders/actors		▓																						
			Establishment of an Aerodrome Training Gap Analysis tool	Develop a generic Aerodrome Inspector Training Gap Analysis tool			▓																					
				Develop a generic Aerodrome Operational Personnel Training Gap Analysis tool			▓																					
			Conduct RASG-AFI AGA Training Gap Analysis	Conduct Gap Analysis to determine training deficiencies in the region.				▓																				
				Conduct Gap Analysis to determine training capacity in the region (instructors).				▓																				
2	Develop theoretical and practical courses in the AGA field and train the trainers	*1. Numbers of courses developed*	Adoption of Project Document	Conduct of a high-level meeting to obtain commitment of States and RSOOs					▓																			
			Workshop on the Inspector Training and Qualification System	Plan and organize a familiarization workshop involving key stakeholders/actors					▓																			
			Development of training resource capacity (required Courses and Instructors)	- Train and qualify course developers - Provide Training Developers Course - Arrange OJT						▓																		
				-Develop required courses - Assemble Course development teams - Develop and validate courses							▓																	
				Translate training materials							▓																	

#	Objective	Indicators	Sub-activity	Activity
				Conduct assessment for designation of satellite course centers.
				Train and qualify instructors (Formal Courses and OJT). - Conduct Instructor Training - Arrange OJT
3	Build Capacity through qualification of trainers	*1. Number of trainers trained*	Determination of Trainer Capacity	Establish the available number of qualified Trainers
			Provide Training for Instructors	Conduct of Training for Trainers (adopt ICAO TRAINAIR Plus instructor training system). - Online training - Classroom training
				Conduct of OJT Instructor Courses
4	Delivery of Training to CAA Aerodrome Inspectors and Airport Operator Staff	*1. Numbers of aerodrome inspectors trained* *2. Number of aerodrome operation staff trained*	Complement existing framework for training and qualification of inspector (3 additional components)	Develop generic training policy, program and plan
				- Develop a training record keeping system - Initialization and development - Validation of record keeping system
				-Develop OJT Process - Development of OJT process document - Validation of document
			Adoption by States	Conduct of Training System Course - 4 days course on the training policy and process - 6 days on the record keeping system (if automated)
				Conduct of OJT Instructor Courses
			Establishment of inspector training plan	Determination of regional training need - Conduct of training gap analysis (states within the project) - Determination of overall gaps
				Development of training plan

			Activity																												
				Development of implementation schedule																						█					
				Conduct of Training Courses																							█	█	█	█	
			Implementation of Training Plan	Monitoring and evaluation of implementation progress -Course delivery inspection - Periodic review of plan - Update of training plan *NOTE: Monitoring and evaluation may continue beyond the project implementation timelines.*																												█