



International Civil Aviation Organization

MID Region ATM Enhancement Programme Board

First Meeting (MAEP Board/1)

(Cairo, Egypt, 23-25 June 2014)

Agenda Item 2: MID Region ATM Enhancement Programme (MAEP) Establishment

MAEP SCOPE, MAEP MOA AND MAEP BOARD TOR

(Presented by IATA/AACO)

SUMMARY

The aim of this paper is to propose the MAEP Scope, Memorandum of Agreement (MoA), and the MAEP Board Terms of Reference (ToR).

Requested action by the meeting is at paragraph 3.

1. INTRODUCTION

1.1 Several working papers previously presented to ICAO bodies such as the DGCA and MIDANPIRG meetings emphasized the need for a single regional platform to work on improving ATM and airspace capacity in this region which is witnessing the fastest air transport growth rate in the world. This platform should ensure that additional capacity gained from fleet and airports expansion is complemented by an adequate reform in ATM and an increase in airspace to allow for effective and efficient use of that finite resource.

1.2 It is recognised by stakeholder associations in the region, namely AACO, ACAC, CANSO and IATA, that coordination and collaboration is key to achieve results which will lead to a safer, environmentally friendlier, sustainable, efficient, effective and harmonized aviation sector in line with existing regional and global plans and developments.

1.3 In addition, the MAEP SCM held between 18 and 20 February 2014 requested that participants review the initial draft TOR and MOA which were developed during the meeting and suggest their input for further discussion during the MAEP Board/1 meeting.

1.4 In line with the above, this WP suggests the MAEP scope, Terms of Reference of MAEP Board and the MAEP Memorandum of Agreement in order to ensure building a result-oriented initiative that involves all stakeholders in decision making and implementation.

2. DISCUSSION

2.1 The crucial role of MAEP is derived from the agreement from all stakeholders that there is a need for a single platform that gathers all previous work achieved in ATM and airspace capacity, builds on that work and develops and oversees implementation plans with clear regional priorities in line with ICAO GANP and related ASBUs.

2.2 Based on the agreement to cooperate and collaborate in enhancing ATM and airspace capacity in the Region, each stakeholder will have a specific role to contribute to the planning and implementation process:

- Airspace users will define the operational requirements they need in the air and on the ground to achieve a safe, sustainable and environmentally cautious growth. In addition, they would be involved in the implementation process in order to measure and provide feedback during and after implementation on the gains scooped from the implemented improvements.
- Air Navigation Service Providers and Airports will provide the above functionalities with the technology they wish to use to implement the plans. They will implement airspace changes, technology and operational upgrades in close cooperation and collaboration with the airspace users.
- States and Regulators will ensure adherence to standards and best practices by adopting and overseeing the implementation of targets. In addition, and due to the close relationship between states and ANSPs, states will support the local implementation on the regulatory and financial levels whenever applicable.

2.3 In order to achieve the above, all Regional and International associations will collaborate in exchanging information and best practices, defining regional priorities and harmonizing local plans in line with the defined priorities.

2.4 Accordingly, it is imperative that all stakeholders are equally represented at the decision making level of MAEP through their associations. On the other hand, associations will ensure that resources are allocated for implementation either from their own pool, or through their constituency according to the required expertise.

2.5 The scope suggested for the MAEP should allow for the following:

- MAEP Board: The Board would comprise senior-level representatives of States and Regional and International Organizations representing their respective stakeholders. The Board acts as the sole supervisory body over the activities of the MID ATM Enhancement Programme and its PMO (Project Management Office), and has the statutory authority and obligation to govern the affairs and business of MAEP in addition to an obligation to promote and advocate MAEP on all levels across the Region.
- MAEP Project Management Office (PMO):
 - Review previous studies in relationship to ATM and airspace capacity in the Region.
 - Prioritize activities while eyeing the existing ICAO plans on the global level for the Board's endorsement.
 - Define regional projects according to agreed priorities.
 - Establish Task Forces and implementation bodies.
 - Monitor and maintain implementation according to agreed priorities, plans and timelines.
 - Track the progress of projects on a local level.
 - Provide regular feedback to the Board.
 - Ensure distribution of information, best practices and lessons learned.
 - Provide advice and suggested actions via special project groups/task forces.
 - Manage regional projects and break those projects to local projects for implementation.

2.6 In order to achieve the above scope for MAEP, we are suggesting the Board's Terms of Reference (ToRs) and a draft Memorandum of Agreement (MoA) at **Appendices A** and **B**, respectively.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) discuss and agree on the scope of MAEP in para 2.5;
- b) discuss and agree on the MAEP Board Terms of Reference at **Appendix A**; and
- c) discuss and agree on the MAEP Memorandum of Agreement at **Appendix B**.

MID Region ATM Enhancement Programme (MAEP) Board

TERMS OF REFERENCE

I. Introduction:

These Terms of Reference for the MAEP Board (Board) address the principal duties and responsibilities that the Board will discharge as an entity

II. Composition:

- a. The Board shall be composed of senior-level representatives from signatory parties to the Memorandum of Agreement.
- b. Each Board member shall be named by his respective state/organization. States/Organizations shall ensure that Board members are empowered to take decisions in relation to the Board span of management.
- c. Assigned Board members are the sole representatives of their respective states/organizations on the Board.
- d. In case a Board member is no more able to assume her/his duties or represent her/his respective state/organization, the state/organization shall assign a replacement Board member to the Board, ensuring that the new Board member is familiar with the work of the Board and is empowered with the same decision making powers.

III. Objectives and Duties:

The Board acts as the sole supervisory body over the activities of the MID ATM Enhancement Programme and its PMO (Project Management Office), and has the statutory authority and obligation to govern the affairs and business of MAEP.

The Annexes attached to these ToRs will provide the high-level responsibilities of each Board member, the Chairperson(s) of the Board, and the PMO.

In discharging its obligations, the Board's principal duties are:

- a. Elect a Chairperson(s) of the Board for [Period of Time]/[renewable or non-renewable term].
- b. Provide leadership and supervision to MAEP.
- c. Develop and approve MAEP budget.
- d. Initiate Committees to assist in its duties, assign committee members, define duties of each committee and approve/amend its ToRs
- e. Review and approve the employment of PMO personnel, including developing job description and remuneration for each position.
- f. Review the plans and priorities submitted by the PMO, and agree on priorities, projects and budgets of each project.
- g. For the initial phase, the Board shall:
 - i. Endorse all projects currently running in line with the Air Navigation Strategy as part of MAEP, and task the PMO to oversee the implementation of these projects while maintaining their current structure.
 - ii. Task the PMO to initiate a project which objective is to review previous work done in the Region, and develop a strategic plan including priorities to achieve the objectives of MAEP in line with previous studies, the Air Navigation Strategy, and users' requirements.
 - iii. Task the PMO to initiate a project to update previous studies and conduct a GAP analysis taking into account the change in the parameters listed above (i.e. taking into consideration the Air Navigation Strategy and traffic/capacity development).

- h. Overseeing the implementation of MAEP projects, which includes the following:
 - i. Approving/amending priorities submitted by the PMO
 - ii. Reviewing and amending/approving the business plans submitted by the PMO for the implementation of MAEP projects.
 - iii. Measuring the progress of the implementation of each project vis-à-vis the agreed business plan for that initiative.
- i. Problem resolution with regards to conflicts that may arise during the implementation of the MAEP projects.
- j. Receive update reports from the [Head of the PMO] and Monitor spending at project level in line with the approved budget for each project.
- k. To enable flexibility in the work of the PMO and in case the individual projects' budget needs to be re-assessed and re-distributed after being approved by the Board, the Chairperson(s) of the Board upon the request of the [Head of the PMO] would initiate a mail vote in that regards, advising the background, reasons and impact for such change. Such decision would require more than 50% of the Board members to cast their votes, and the decision would be taken according to the majority of the votes cast.
- l. Provide high level support and guidance to States to ensure harmonization and interoperability in line with the projects' deliverables and recommendations.
- m. Review these ToRs on a yearly basis, and approve any necessary amendments.
- n. Issue communication material to promote and disseminate MAEP activities whenever the Board sees value in such promotion.
- o. Submit progress reports to MIDANPIRG meetings.

IV. Meetings:

- a. The Board shall meet at least once a year and if required.
- b. A minimum quorum of 50% of Board members is needed for Board meetings.
- a. Board meetings shall be called for in coordination with the Chairperson(s) at least (2) months in advance.
- a. The agenda for the meeting in addition to Working Papers are to be posted electronically on ICAO MID website at least seven days in advance of the meeting.
- b. Each Board member is expected to attend Board meetings and to become familiar with deliberations and decisions as soon as possible after any missed meetings. In that regard, members of the Board are expected to prepare for Board meetings by reviewing meeting materials distributed to members of the Board in advance of such meetings.
- c. At meetings of the Board, any matter requiring a resolution is decided by a majority of the votes cast.

V. Compensation:

- a. No Board member, unless he or she is an officer of the PMO, should receive any remuneration in relationship with his duties as a Board member.

Annex A – Duties of the Board members

The duties of individual Board members are as follows:

- a. Participate in all Board meetings.
- b. Promote and disseminate MAEP activities
- c. In case of Force Majeure or last minute urgent commitments, the Board member shall inform ICAO MID Secretariat at his earliest convenience on his inability to attend the Board's meeting in question.
- d. In case of inability to attend the meeting, the Board member shall inform ICAO MID Secretariat seven days after the call of meeting is sent, and shall delegate an alternate and advise ICAO MID Secretariat on the contact details of the alternate. The alternate is expected to be fully briefed on the issues that will be discussed at the Board meeting in question, and will be required to provide feedback with regards to issues that require decisions.
- e. If a Board member was unable to attend one of the meetings and failed to delegate an alternate, the Board member would be considered by default in agreement with decisions taken at the Board meeting on issues included in the agenda of the meeting in question unless the Board member communicates in writing and prior to the meeting his position to ICAO MID Secretariat and delegates the Secretariat to advise the Board with regards to his decision.
- f. If a Board member does not attend two consecutive meetings of the Board and fails to adhere to items (d) and (e) above, ICAO MID Secretariat will inform his respective state/organization and ask his state/organization to nominate a new representative to the Board.

Annex B – Duties of the Chairperson(s) of the Board

The duties of the Chairperson(s) of the Board are as follows: In addition to the Chairperson(s)' tasks as a member(s) in the Board and a representative of his state/organization in Annex A above, the Chairperson(s) shall:

- a. Chair the Board meetings.
- b. Coordinate with ICAO MID Secretariat on logistical issues related to the Board meetings.
- c. Initiate mail votes to the Board upon the request of the [Head of the PMO] with regards to budget amendment
- d. Represent the Board in front of other parties, in coordination with ICAO MID Secretariat.
- e. Attend MIDANPIRG meetings and brief the meeting on the progress achieved in MAEP.

Annex C – Duties of the PMO

The duties of the PMO are as follows:

- a. Agreeing, prioritising and the on-going review of regional objectives in line with the Air Navigation Strategy and taking into account the users' requirements.
 - b. Develop a single programme plan.
 - c. Develop business plans (deliverables, timeline, budget and concerned entities) for each project under the programme plan for the review of the Board
 - d. Receive directions from the Board and amend the plans accordingly
 - e. Be the owner and Implement MAEP funded regional projects.
 - f. Coordinate and Support the implementation of nationally funded projects.
 - g. Develop KPIs for tracking the implementation of the projects and to assess and measure the effectiveness of MAEP
 - h. Submit progress reports for each project to the Board
 - i. Recommend to the Board budget amendments
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MID REGION ATM ENHANCEMENT PROGRAMME (MAEP)

MEMORANDUM OF AGREEMENT

The increasing need for cooperation between the different Air Traffic Management (ATM) stakeholders for the enhancement of ATM efficiency and increase of capacity to safely accommodate air traffic growth in the MID Region resulted in a conclusion from the DGCA/2 meeting which tasked ICAO MID Office to establish the MID Regional ATM Enhancement Programme (MAEP) and a MAEP Board to oversee and manage the programme.

1. PARTIES

The Parties to this Memorandum of Agreement (MoA), referred to hereunder as Members, are: MID States, AACO, ACAC, ACI, CANSO, IATA, ICAO, Airbus, ATR, Bombardier, Boeing and Embraer.

2. PURPOSE

The overall objective of MAEP, which is a Regional platform that provides the basis for a collaborative approach towards planning and implementing projects in support of the MID Air Navigation Strategy, is to maximize ATM performance in the MID Region through project management by supporting the implementation of ATM projects in the MID Region in a harmonized and collaborative manner in line with the MID Air Navigation Strategy and Global Air Navigation Plan (GANP), taking into consideration the users' requirements.

The MAEP Board, in which each Member is entitled to appoint a representative, shall retain overall direction and responsibility for the supervision and operation of MAEP Project Management Office (PMO).

The Members agreed to establish the MAEP and undertake to support the programme. In this regards, the Members agreed to establish a project management entity (Project Management Office – PMO) under the MAEP. The PMO will consist of full-time staff, will be hosted at in [State], and will be funded from the MAEP fund collected under the mechanism in this MoA.

This MoA sets the terms by which Members will work together under the MAEP.

3. ROLES AND RESPONSIBILITIES

3.1 ROLES AND RESPONSIBILITIES OF ICAO

The International Civil Aviation Organization – MID Region will be the custodian of this MoA and will provide secretarial support to all the activities of MAEP.

3.2 ROLES AND RESPONSIBILITIES OF MID STATES

- 3.2.1 Ensure adherence to Standards and Best Practices by locally adopting and overseeing the implementation of targets.
- 3.2.2 Due to the close relationship between states, ANSPs and airports, states will support the local implementation on the regulatory and financial levels whenever applicable.

- 3.2.3 Promote and Coordinate implementation between civil and military air transport.

3.3 ROLES AND RESPONSIBILITIES OF ACAC

- 3.3.1 Through the ACAC air navigation committee, provide support to States to ensure harmonized implementation of the projects approved by the Board.
- 3.3.2 Ensure the coordination and interconnection to the interface area (Tunisia, Algeria, Morocco and Mauritania) when it is required.

3.4 ROLES AND RESPONSIBILITIES OF AIRLINE ASSOCIATIONS (AACO/IATA)

- 3.4.1 Airspace users, through their associations, will define the operational requirements they need in the air and on the ground to achieve a safe, sustainable and environmentally cautious growth.
- 3.4.2 Be involved in the implementation process in order to measure and provide feedback during and after implementation on the gains scooped from the implemented improvements.
- 3.4.3 Airline Associations will support and ensure implementation of processes on the airlines' side.

3.5 ROLES AND RESPONSIBILITIES OF ACI

(TBD)

3.6 ROLES AND RESPONSIBILITIES OF CANSO

- 3.6.1 Ensure implementation and provision of airspace changes, technology and operational upgrades and needed functionalities among its constituency.
- 3.6.2 Support the implementation of projects

3.7 ROLES AND RESPONSIBILITIES OF AIRCRAFT MANUFACTURERS

- 3.7.1 Participate in funding the programme
- 3.7.2 Provide expert insight on the regional requirements
- 3.7.3 Provide technical assistance to stakeholders in supporting the implementation of projects

3.8 ROLES AND RESPONSIBILITIES OF THE HOST STATE (STATE)

MAEP PMO personnel, premises, equipment, logistics, etc. (TBD)

4. FUNDING

(including financial monitoring and auditing): TBD

The funding mechanism and consequent contributions of Members may be modified by decision of the MAEP Board.

5. DURATION

This MoA shall come into effect on the date it has been signed by the Members, and may be updated at any time through the approval of MAEP Board and written agreement of each Member.

Any dispute arising out of or relating to this Memorandum of Agreement shall be settled by direct consultation between the Members concerned.

Any Member may withdraw from this MoA by giving a prior notice of **(period)** to other Members. The obligations assumed by the Members under this MoA shall continue to exist after the withdrawal from this MoA to the extent necessary to permit the orderly finalization of activities, the withdrawal of personnel, the distribution of funds and assets and the settlement of contractual obligations. Additional funds, if necessary, to cover the above mentioned expenditures shall be redistributed according to the agreed funding mechanism.

The hosting of the MAEP PMO by ... may be terminated at the request of ..., with two years advance written notification to the MAEP Board to allow sufficient time for selection of an alternative location and necessary arrangements for transfer of the MAEP PMO.

All correspondence relating to the implementation of this MoA shall be addressed to:

Chairperson(s) of the MAEP Board

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With copy to the:

ICAO Regional Director
ICAO Middle East Regional Office
Egyptian Civil Aviation Complex, Airport Road
P.O Box 85, Airport Post office, Terminal One
11776, Cairo, Egypt

Agreed on behalf of MAEP Members

Member	Name and Title	Signature	Date
Bahrain			
Egypt			
Iran			
Iraq			
Jordan			
Kuwait			
Lebanon			
Libya			
Oman			
Qatar			
Saudi Arabia			
Sudan			
Syria			
UAE			
Yemen			
AACO			
ACAC			
ACI			
CANSO			
IATA			
Airbus			
ATR			
Bombardier			
Boeing			
Embraer			