



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**REPORT OF THE MID REGION AIR TRAFFIC MANAGEMENT
ENHANCEMENT PROGRAMME
SPECIAL COORDINATION MEETING
(MAEP SCM)**

(Cairo, Egypt, 18-20 February 2014)

The views expressed in this Report should be taken as those of the MAEP SCM and not of the Organization. This Report will, however, be submitted to the MIDANPIRG and any formal action taken will be published in due course as a Supplement to the Report.

Approved by the Meeting
and published by authority of the Secretary General

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of ICAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontier or boundaries.

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PART I – HISTORY OF THE MEETING

1. PLACE AND DURATION

1.1 The MID Region Air Traffic Management Enhancement Programme – Special Coordination Meeting (MAEP SCM) was held at the ICAO Middle East Regional Office Cairo, Egypt, from 18 to 20 February 2014.

2. OPENING

2.1 Mr. Mohamed R. M. Khonji, ICAO MID Regional Office Regional Director, welcomed the participants to Cairo and wished them a successful and fruitful meeting. He recalled that the DGCA MID/2 meeting recognized the need for cooperation between the different ATM stakeholders (States, ANSPs, airlines and airports) for the enhancement of ATM capacity and efficiency in the MID Region. Accordingly, the DGCA-MID/2 meeting through Conclusion 2/3 and 2/4 agreed to the establishment of the MAEP Board and that the ICAO MID Regional Office convene a MAEP Special Coordination Meeting to agree on the best mechanism to establish the MAEP.

2.2 Mr. Khonji highlighted that while individual States have introduced measures to improve their own efficiency, airspace capacity is unlikely to meet the growing demand of airspace users without better cooperation and the development of a regional approach. Mr. Khonji emphasized that MAEP might be the appropriate platform for all Stakeholders to cooperate and collaborate to harmonize at regional level the operational improvements plans, taking into account the regional priorities included in the Draft MID Air Navigation Strategy which was endorsed by MIDANPIRG/14.

2.3 Mr. Khonji pointed out that, in accordance with the Agenda, the meeting is expected to agree on the scope, strategic objective, the list of objectives to be achieved, in addition to the organizational structure of the MAEP, taking into consideration all the previous successful initiatives. Accordingly, he encouraged all participants to actively participate in the discussions by sharing their thoughts, experience and visions related to the enhancement of ATM.

2.4 In closing, Mr. Khonji thanked the participants for their presence and wished the meeting every success in its deliberations.

3. ATTENDANCE

3.1 The meeting was attended by a total of thirty (30) participants from eight (8) States (Bahrain, Egypt, Jordan, Kuwait, Qatar, Saudi Arabia, Sudan and United Arab Emirates) and four international Organizations (AACO, ACAC, CANSO and IATA). The list of participants is at **Attachment A**.

4. OFFICERS AND SECRETARIAT

4.1 The meeting was chaired by Mr. Ahmed Al-Jallaf, Assistant Director General Air Navigation Services, General Civil Aviation Authority, UAE. Mr. Elie El-Khoury, RO/ATM/SAR, was the Secretary of the meeting, supported by Mr. Mohamed Smaoui ICAO MID Regional Office Deputy Regional Director.

5. LANGUAGE

5.1 Discussions were conducted in English and documentation was issued in English.

6. AGENDA

6.1 The following Agenda was adopted:

Agenda Item 1: Adoption of the Provisional Agenda and election of Chairperson

Agenda Item 2: Introduction

Agenda Item 3: MID Region ATM Enhancement Programme (MAEP) Establishment

- MAEP objectives and scope
- MAEP mechanism/working arrangements
- MAEP legal, institutional and financial issues.

Agenda Item 4: Any other Business

7. CONCLUSIONS AND DECISIONS – DEFINITION

7.1 All MIDANPIRG Sub-Groups and Task Forces record their actions in the form of Conclusions and Decisions with the following significance:

- a) **Conclusions** deal with the matters which, in accordance with the Group's terms of reference, merit directly the attention of States on which further action will be initiated by ICAO in accordance with established procedures; and
- b) **Decisions** deal with matters of concern only to the MIDANPIRG and its contributory bodies

8. LIST OF DRAFT CONCLUSIONS AND DRAFT DECISIONS

The meeting has not developed any Draft Conclusion or Decision.

PART II: REPORT ON AGENDA ITEMS

REPORT ON AGENDA ITEM 1: ADOPTION OF THE PROVISIONAL AGENDA AND ELECTION OF CHAIRPERSON

1.1 The meeting reviewed and adopted the Provisional Agenda as at Para 6 of the History of the Meeting.

1.2 Mr. Ahmed Al-Jallaf, Assistant Director General Air Navigation Services, General Civil Aviation Authority, UAE, was unanimously elected as the Chairperson of the MID Region ATM Enhancement Programme Special Coordination Meeting (MAEP SCM).

REPORT ON AGENDA ITEM 2: INTRODUCTION

2.1 The meeting recalled that the Second Meeting of the Directors General of Civil Aviation for Middle East Region (DGCA-MID/2) recognized that there is an increasing need for cooperation between the different ATM stakeholders for the enhancement of ATM capacity and efficiency in the MID Region. In this regard, the meeting highlighted the following:

- rapid growth of existing airline fleet and operations;
- construction of new airports and extension of the existing ones; and
- hosting of global events such as the Expo 2020 in UAE and the Football World cup in Doha 2022.

2.2 The DGCA MID/2 meeting highlighted that, while individual States have introduced measures to improve their own efficiency, airspace capacity is unlikely to meet the growing demand of airspace users without better cooperation and the development of a regional approach.

2.3 Based on the above, the DGCA MID/2 meeting agreed in principle on the necessity for a MID Region ATM Enhancement Programme to be established within the framework of MIDANPIRG (under the ICAO umbrella). In this respect, it was agreed that the ICAO MID Regional Office organise a Special Coordination Meeting, to be attended by all concerned parties in order to agree on the best mechanism to achieve the expected goals, taking into consideration all the initiatives and proposals, which were presented to the meeting.

2.4 In order to expedite the process and avoid that the legal and funding issues delay the implementation of the Programme, the DGCA MID/2 meeting agreed that a MAEP Board composed of high level representatives from concerned States and Organizations, be established to be responsible for overall supervision, direction, and management of the Programme. Accordingly, the DGCA MID/2 meeting agreed to the following Conclusion:

*DGCA-MID/2 CONCLUSION 2/4 – MID REGION ATM ENHANCEMENT
PROGRAMME (MAEP) BOARD*

That, a MID Region ATM Enhancement Programme Board composed of high level representatives from concerned States and Organizations, be established for overall supervision, direction, and management of the Programme.

2.5 The meeting noted that the Third meeting of the MIDANPIRG Steering Group (MSG/3) initiated discussion on the scope, objectives and framework of the MAEP. In this respect, it was highlighted that the following should be considered during the development of the programme:

- Human Resources;
- MAEP Board composed of high level representatives (Decision makers);
- Programme/project management;
- Legal, institutional and funding issues;
- States' commitment and ownership;
- coordination and communication; and
- implementation support (i.e. Go Teams).

2.6 The meeting noted with appreciation that, as a follow-up action to the MIDANPIRG/14 Conclusion 14/17, Bahrain, Jordan, UAE, AACO/IATA, ACAC and CANSO provided their proposals related to MAEP.

REPORT ON AGENDA ITEM 3: MID REGION ATM ENHANCEMENT PROGRAMME (MAEP) ESTABLISHMENT

3.1 Taking into consideration all the proposals submitted related to MAEP, the meeting noted significant differences in the understanding of the MAEP scope, objectives, organizational structure, working arrangements, etc. Accordingly, the meeting agreed that in order to reach a consensus and common understanding, it's necessary to follow a step-by-step approach, starting with the agreement on the scope and strategic objective of MAEP.

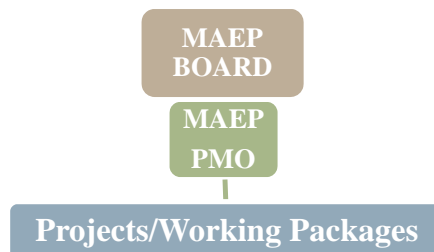
3.2 In connection with the above, the meeting agreed to the following Draft Scope and Strategic Objective:

The MID Region ATM Enhancement Programme (MAEP) 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, taking into consideration previous initiatives. This includes the following:

1. Maximize Air Traffic Management performance in the MID Region through project management and within the time frame (2014-2028).
2. Improve efficiency and increase capacity to safely accommodate air traffic growth.
3. Support the implementation of ATM projects in the MID Region in a harmonized and collaborative manner in line with the MID AN Strategy and GANP, taking into consideration the users' requirements.
4. Addresses ATM community expectations in a cost-effective and environmentally sustainable manner.

3.3 Taking into consideration the agreed Draft Scope and Strategic Objective and the DGCA-MID/2 Conclusion 2/4 related to the establishment of a MAEP Board, the meeting agreed to the following MAEP Organizational Structure:

- Strategic level: MAEP Board;
- Tactical level: MAEP Project Management Office (PMO); and
- Operational/implementation level: Projects/Working Packages.



3.4 The meeting emphasized that the MAEP Board should be composed of high level representatives (Decision makers), authorized to facilitate decision-making related to the legal, institutional and financial issues pertaining to MAEP.

3.5 The meeting agreed that it's necessary to develop the MAEP Board Terms of Reference (TOR) and the MAEP Memorandum of Agreement (MOA). Accordingly, the meeting developed initial draft TOR for the MAEP Board and an initial draft MAEP MOA as at **Appendices 3A** and **3B** respectively, for review, amendment, as deemed necessary, and endorsement by the MAEP Board.

3.6 Based on the above, the meeting agreed that the First meeting of the MAEP Board be convened at the ICAO MID Regional Office, Cairo, Egypt, 23-25 June 2014.

3.7 The meeting agreed that the participants review the initial draft TOR and MOA and provide the ICAO MID Regional Office with their comments before 28 February 2014. Accordingly, the comments received from Bahrain, Jordan, Sudan and UAE were incorporated in **Appendices 3A** and **3B**, the revised MAEP MOA received by Egypt is at **Appendix 3C** and the revised MAEP Board TOR and the revised MAEP MOA provided by AACO, ACAC, CANSO and IATA are at **Appendices 3D** and **3E**, respectively.

3.8 The meeting agreed that the MAEP Board should address the following:

- a) the duties and responsibilities of the different MAEP Board Members/Observers;
- b) the complete list of objectives (major outcomes) to be achieved;
- c) the functions and responsibilities of the MAEP PMO; and
- d) the legal, institutional and financial issues.

**MID Region ATM Enhancement Programme (MAEP) Board
TERMS OF REFERENCE**

The Terms of Reference of the MAEP Board are:

1. Take responsibility for overall leadership, supervision, direction, and management of the MID Region ATM Enhancement Programme (MAEP).
2. Review MAEP objectives; develop the policies and the strategic plans to achieve these objectives including those related to the legal, financial and institutional arrangements, in line with the MAEP Scope and Strategic Objective.
3. Work to build commitment of all the involved Stakeholders.
4. Review and update the MAEP work plan on a yearly basis and/or whenever required.
5. Develop duties and the responsibilities of the MAEP key players.
6. Identify the ATM operational concept elements in the MID Region, and define those elements as enhancement objectives.
7. Approve the projects implementation plans to achieve the agreed objectives, which include projects scope, milestones, deliverables, budgets and resources.
8. Establish, review, and propose when necessary, the target dates for the implementation of facilities, services and procedures to ensure the coordinated development of the ATM Systems in the MID Region.
9. Monitor and review the activities and the work programme of the Project management office (PMO) in line with the approved implementation plans and ensure compliance with the project charter and take actions as appropriate
10. Maintain a close and permanent consultation and cooperation with Air Traffic Management (ATM) service providers, representative organizations of airspace users and airport authorities, representatives of regulatory bodies and/or other bodies or international organizations which can contribute to the work of the Board and optimize the exploitation of available expertise and resources.
11. Provide high level support and guidance to States to ensure harmonization and interoperability in line with the projects deliverables and recommendations.
12. Provide regular progress reports to the MIDANPIRG.

In order to effectively perform its tasks and responsibilities the MAEP Board shall:

1. Elect a Chairperson who acts as the contact point and coordinator on behalf of the MAEP Board members to oversee the MAEP in coordination with ICAO.

2. Meet at least once a year or when deemed necessary.
3. The MAEP Board meetings should be hosted by its members on rotation basis.

Composition:

The MAEP Board shall consist of High Level (Decision Makers) Members/Observers from MID States (Regulators, ANSPs, ADs, and Military), AACO, ACAC, ACI, CANSO, IATA, Airbus, ATR, Boeing, Bombardier and Embraer. (TBD by the MAEP Board)

Other representatives from States and industry may be invited on ad-hoc basis as observers when required.

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MID Region ATM Enhancement Programme (MAEP)

MEMORANDUM OF AGREEMENT

1. PARTIES

1.1 The Parties to this memorandum of agreement are: MID States (Regulators, ANSPs, ADs, and Military), AACO, ACAC, ACI, CANSO, IATA, Airbus, ATR, Boeing, Bombardier and Embraer. (TBD by the MAEP Board)

2. AGREEMENT

- CONSIDERING 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;
- CONSIDERING the DGCA-MID/2 Conclusions related to the establishment of MAEP;
- CONSIDERING the decision to establish a MAEP Board, which will be responsible for the overall management of the MAEP.

The Parties have agreed as follows:

1. The Parties to this memorandum of agreement, referred to hereunder as Members agree to establish the MAEP and undertake to support the programme;
2. MAEP shall be managed as a Regional programme by the MAEP Board in accordance with the agreed Terms of reference.
3. The overall objective of MAEP, which is 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.
4. The MAEP Board, in which each Member entitled to appoint a Member, Alternate and Advisor, shall retain overall direction and responsibility for the supervision and operation of MAEP Project Management Office (PMO).
5. The Board shall elect its chairperson from its Member States. It shall inter-alia, supervise and direct MAEP, follow-up its activities and reports and assign its priorities.
6. The Board shall also secure the commitment of its Members for funding the MAEP activities, in accordance with agreed funding mechanism;
7. The MAEP PMO scope, duties and responsibilities will be agreed by the MAEP Board and could be revised as deemed necessary.
8. The MAEP PMO will be assigned clear tasks in a step-by-step approach.
(Duties and responsibilities of the PMO to be listed in a separate Appendix)
9. **MAEP PMO personnel, premises, equipment, logistics, etc. TBD by the MAEP Board.**

10. The host (....) duties and responsibilities (TBD by the MAEP Board)
11. Funding mechanism (including financial monitoring and auditing): TBD by the MAEP Board
12. The funding mechanism and consequent contributions of Members may be modified by decision of the MAEP Board;
13. Members authorize the MAEP Board Chairman to negotiate on behalf of MAEP an agreement with ICAO (and eventually the Host) specifying Financial arrangements;
14. This Memorandum of Agreement shall come into effect on the date it has been signed by the Members;
15. Any amendment to this Memorandum of Agreement, shall be carried out by the parties to this agreement;
16. Any dispute arising out of or relating to this Memorandum of Agreement, shall be settled by direct consultation between the Members concerned;
17. Any Party may withdraw from this Memorandum of Agreement by giving a prior notice of (period) to other Members. The obligations assumed by the Parties under this Memorandum of Agreement shall continue to exist after the withdrawal from this Memorandum of Agreement 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 provided by the Members.
18. 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.
19. All correspondence relating to the implementation of this Agreement, shall be addressed to:

Chairman of the MAEP Board

....
....

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 Parties:

Parties	Name	Title	Signature	Date
Bahrain				
Egypt				
Iran				
Iraq				
Jordan				
Lebanon				
Libya				
Kuwait				
Oman				
Qatar				
Saudi Arabia				
Sudan				
Syria				
Unite Arab Emirates				
Yemen				
AACO				
ACAC				
CANSO				
IATA				
Airbus				
ATR				
Boing				
Bombardier				
Embraer				

MID Region ATM Enhancement Programme (MAEP)

MEMORANDUM OF AGREEMENT

1. PARTIES

1.1 The Parties to this memorandum of agreement are: MID States (Regulators, ANSPs, ADs, Military), and other entities from AACO, ACAC, ACI, CANSO, IATA and Aircraft manufacturers.(TBD)

2. AGREEMENT

- CONSIDERING 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;
- CONSIDERING the DGCA-MID/2 Conclusions related to the establishment of MAEP;
- CONSIDERING the decision to establish a MAEP Board, which will be responsible for the overall management of the MAEP.

The Parties have agreed as follows:

1. The Parties to this memorandum of agreement, referred to hereunder as Members agree to establish the MAEP and undertake to support the programme;
2. MAEP shall be managed as a Regional programme by the MAEP Board in accordance with the agreed Terms of reference.
3. The overall objective of MAEP, which is 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.
4. Board shall consist of all parties , each of being represented by one member ,alternative and advisor duly authorised.
5. The Board shall be the superior body and shall retain overall direction and responsibility for the supervision and operation of MAEP Project Management Office (PMO). ~~in which each Member entitled to appoint a Member, Alternate and Advisor, shall retain overall direction and responsibility for the supervision and operation of MAEP Project Management Office (PMO).~~
6. The Board at its first meeting shall elect its chairperson from its Member States. It shall inter-alia, supervise and direct MAEP, follow-up its activities and reports and assign its priorities.
7. The Board shall also secure the commitment of its Members for funding the MAEP activities, in accordance with agreed funding mechanism;

8. The MAEP PMO scope, duties and responsibilities will be agreed by the MAEP Board and could be revised as deemed necessary.
9. The MAEP PMO will be assigned clear tasks in a step-by-step approach.
(Duties and responsibilities of the PMO to be listed in a separate Appendix)
10. MAEP PMO personnel, premises, equipment, logistics, etc. TBD shall be defined by the MAEP Board
11. The host (....) duties and responsibilities TBD shall be defined by the MAEP Board
12. Funding mechanism (including financial monitoring and auditing): TBD shall be defined by the MAEP Board
13. The funding mechanism and consequent contributions of Members may be modified by decision of the MAEP Board;
14. Members authorize the MAEP Board Chairman to negotiate on behalf of MAEP an agreement with ICAO (and eventually the Host) specifying Financial arrangements;
15. This Memorandum of Agreement shall come into effect on the date it has been signed by the Members;
16. Any amendment to this Memorandum of Agreement, shall be valid only if agreed and executed in writing carried out by the parties. to this agreement;
17. Any dispute arising out of or relating to this Memorandum of Agreement, shall be settled by direct consultation between the Members concerned;
18. This Memorandum of Agreement is open to accession. international organization or other entities which are not parties to this Memorandum of Agreement may accede to it by submitting a request to the MAEP Board through the MAEP Board chairman . Accession shall be accepted by mutual agreement of the parties .
19. ~~Any Member~~ Each party may withdraw from this Memorandum of Agreement by giving a (period)written prior notice of termination (period) to all other Members parties. The obligations assumed by the Members under this Memorandum of Agreement shall continue to exist after the withdrawal from this Memorandum of Agreement 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 provided by the Members.
20. 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.
21. All correspondence relating to the implementation of this Agreement, shall be addressed to:

Chairman of the MAEP Board

....
....

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

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Agreed on behalf of MAEP Members/Partners

Member/Partner	Name and Signature	Title	Date
Bahrain	_____	_____	_____
Egypt	_____	_____	_____
Iran	_____	_____	_____
Iraq	_____	_____	_____
Jordan	_____	_____	_____
Kuwait	_____	_____	_____
Lebanon	_____	_____	_____
Libya	_____	_____	_____
Oman	_____	_____	_____
Qatar	_____	_____	_____
Saudi Arabia	_____	_____	_____
Sudan	_____	_____	_____
Syria	_____	_____	_____
UAE	_____	_____	_____
Yemen	_____	_____	_____
IATA	_____	_____	_____
AACO	_____	_____	_____
ACAC	_____	_____	_____
CANSO	_____	_____	_____
ACI	_____	_____	_____
A/C Manufacturers	_____	_____	_____

AACO, ACAC, CANSO and IATA worked collectively to produce a proper structure for the MAEP Board TOR and MAEP MOA, which were endorsed by the four organizations, for the review of the MAEP Board.

MAEP Board TOR would include the composition, objectives and duties, and meeting arrangements for MAEP Board, in addition to high level duties and responsibilities of individual Board members, the Chairperson(s) of the Board and the PMO. We are suggesting those duties in line with the MAEP organizational structure agreed during the MAEP SCM meeting, and with the discussions that took place.

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 at the Board.
- d. In case a Board member is no more able to assume its duties or represent its 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 of 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.
- c. Board meetings shall be called for in coordination with the Chairperson(s) at least (2) months in advance.
- d. 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.
- e. 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.
- f. At meetings of the Board, any matter requiring a resolution is decided by a majority of the votes cast on the question.

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 delegate 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 amendment

DRAFT

AACO, ACAC, CANSO and IATA worked collectively to produce a proper structure for the MAEP Board TOR and MAEP MOA, which were endorsed by the four organizations, for the review of the MAEP Board.

MAEP MOA is by definition a document which objective is to define how the entities participating in a collaboration effort do collaborate. It comprises the purpose of the collaboration effort, the parties involved, the roles and responsibilities of each party, the funding mechanism, the effective date, duration of the programme, and some language related to disputes, withdrawal and termination. We have suggested the roles and responsibilities based on the deliberations during the SCM, and as per each organization's view on how it would support the programme.

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

....
....

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			
Bombardier			
Boeing			
Embraer			

REPORT ON AGENDA ITEM 4: ANY OTHER BUSINESS

4.1 Nothing has been discussed under this Agenda Item.

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