



DIRECTORS GENERAL OF CIVIL AVIATION-MIDDLE EAST REGION

Third Meeting (DGCA-MID/3) (Doha, Qatar, 27-29 April 2015)

Agenda Item 4: Air Navigation

MID REGION ATM ENHANCEMENT PROGRAMME (MAEP)

(Presented by the Secretariat)

SUMMARY

This paper presents the required documentation necessary for the establishment of the MID Region ATM Enhancement Programme (MAEP).

Action by the meeting is at paragraph 3.

REFERENCES

- MAEP Board/1 Report
- MAEP SC/1 Report
- MAEP Special Coordination Meeting Report
- MSG/4 Report

1. INTRODUCTION

1.1 The meeting may wish to note that in order to complete the establishment of MAEP and to start the process for the recruitment of a manager for the MAEP Project Management Office (PMO), the following documents should be finalized and signed by States:

- a) MAEP Memorandum of Agreement (MOA),
- b) MAEP Management Service Agreement (MSA); and
- c) MAEP Project Document (ProDoc).

2. DISCUSSION

2.1 The MAEP MOA is a document written between States to reflect their commitment in meeting the agreed MAEP scope and strategic objective. The MAEP MOA shall come into effect on the date it has been signed by at least eight (08) States.

2.2 The meeting may wish to note that the first meeting of the MAEP Steering Committee (MAEP SC/1) reviewed the Draft MAEP Memorandum of Agreement (MOA), consolidated based on the inputs and comments received from all Stakeholders to the draft version developed by the MAEP Board/1 meeting. Considering that several States have not provided their comments on the MOA prior to the MAEP SC/1 meeting (pending release by their Legal Departments), the meeting agreed to the following Draft Conclusion:

*DRAFT CONCLUSION 1/1: MAEP MEMORANDUM OF AGREEMENT (MOA)
FINAL VERSION*

That,

- a) States be urged to review the Draft MAEP Memorandum of Agreement (MOA) at Appendix 2A, and provide their comments to the ICAO MID Regional Office, if any, before 1 April 2015, with the understanding that “no reply means no comment” and concurrence with the current version of the MOA; and*
- b) the Secretariat in coordination with the MAEP Board Chairman consolidate the final version of the MAEP MOA and present it to the DGCA-MID/3 meeting, for endorsement.*

2.3 The ICAO MID Regional Office issued State Letter Ref. AN 6/31 – 15/049 dated 9 February 2015, as a follow-up to the above Draft Conclusion. Only Saudi Arabia provided comments to the MOA. The Secretariat in coordination with the MAEP Board Chairman consolidated the final version of the MAEP MOA, as at **Appendix A**.

2.4 The MAEP MSA reflects the agreement between States and ICAO to enter into an agreement regarding the management and other support services to be provided by or through ICAO. The services shall be furnished under the direction of the Director of the ICAO Technical Cooperation Bureau on behalf of the Participating States. Nevertheless, the Participating States shall retain overall responsibility for the implementation of the Project(s).

2.5 The MAEP ProDoc provides the project details such as: Project objectives, outputs, activities, inputs to be delivered by ICAO, States and other Stakeholders, project monitoring, communication procedures; budget, job description of the MAEP PMO personnel, etc.

2.6 The meeting may wish to note that the MAEP SC/1 meeting reviewed the Draft MSA and the Draft ProDoc, prepared based on the templates provided by ICAO TCB. The meeting did not have major comments on the Draft MSA, however, it was highlighted that the Draft ProDoc needs further review, inputs and enhancements. Accordingly, the meeting agreed to establish, through Draft Decision 1/2, the MAEP ProcDoc Action Group, to review and finalize the Draft MAEP ProDoc and eventually the Draft MSA. The meeting agreed that the final Draft MAEP MSA and ProDoc should be sent to States for final review and comment, prior to the endorsement by the MAEP Board or MIDANPIRG.

2.7 The MAEP MSA and ProDoc should be signed with the ICAO Technical Cooperation Bureau (TCB), in order to establish MAEP as a TC project. Moreover, it is to be highlighted that the MAEP Board delegated the MAEP Board Chairman, the authority to sign the necessary documentation with ICAO on behalf of the MAEP Board.

2.8 In connection with the above, the meeting may wish to recall that based on the outcome of the MAEP Board/1 meeting, the MAEP funding mechanism was endorsed by the MSG/4 meeting as follows:

*MSG CONCLUSION 4/7: MAEP FUNDING MECHANISM**That,*

- a) *the running cost of the MAEP PMO be ensured through contributions from all MAEP Member States;*
- b) *the annual amounts to be paid by the MAEP Member States are, as follows:*
 - i. *Bahrain, Iran, Oman, Qatar, Saudi Arabia and UAE annual contribution is US\$ 30,000 each;*
 - ii. *Egypt, Iraq, Kuwait and Libya annual contribution is US\$ 20,000 each; and*
 - iii. *Jordan, Lebanon, Sudan, Syria and Yemen annual contribution is US\$ 10,000 each.*
- c) *the funding of the projects/working packages:*
 - i. *be addressed by the Board, on case-by-case basis; and*
 - ii. *be ensured through contribution (cash or in-kind) by concerned States, stakeholders and sponsors/donors.*
- d) *the MAEP funding mechanism be revised by the MAEP Board, when necessary.*

2.9 In line with bullet c) of the above MSG/4 Conclusion, the MAEP SC/1 meeting discussed options related to the funding of the MAEP projects. The meeting agreed that securing funds through indirect or direct contribution would support and ensure the implementation of the agreed MAEP projects in an expeditious manner. This could be achieved through the establishment of a MAEP pool/kitty funded through voluntary contributions by States, Organizations, Industry, Donors; and/or through the collection of nominal fees from either the air navigation and airport charges and/or the tickets issued by the MID Region Airlines (e.g. 0.5 US\$ on each ticket). The meeting agreed that this should be further explored by the MAEP Board.

2.10 In connection with the above, the meeting recognized the need for the development of a MAEP Master Plan to drive the modernization and enhancement of the ATM operations in the MID Region for the period 2016-2028. The MAEP Master Plan is a high level document providing essential information on the programme including the identified/agreed projects and associated outcomes, benefits, timelines, etc.

2.11 The meeting may wish to note that the MAEP SC/1 meeting reviewed several project proposals. Accordingly, the meeting agreed to include the following projects in the MAEP Master Plan:

- MID Flight Procedure Programme (MID FPP);
- MID IP Network;
- MID Integrated Flight Plan Processing System (MID IFPS);
- MID ATS Route Network Optimization project (ARNOP);
- Regional/sub-regional ATFM system; and
- MID Region AIM Database (MIDAD)

2.12 The MAEP SC/1 meeting agreed that in order to move forward with the agreed projects, detailed business plans should be developed by the MAEP PMO.

2.13 The MAEP SC/1 meeting agreed that in addition to the above projects some “quick-wins” initiatives need to be identified and implemented in the short-term. In this respect, the meeting received with appreciation a proposal by IATA related to an initiative to reduce call sign confusion in the MID Region. The meeting agreed that an implementation outline should be developed for this initiative in coordination with relevant MIDANPIRG and RASG-MID subsidiary bodies.

2.14 The MAEP SC/1 meeting recognized that the process of establishment of the MAEP PMO might take long time. In order not to lose momentum and based on a proposal made by AACO/IATA, the meeting agreed that, until the formal establishment of the MAEP PMO, a MAEP Core Team should be established to act as an Interim PMO. Accordingly, the meeting agreed to the following Draft Decision:

DRAFT DECISION 1/3: MAEP INTERIM PMO

That, until the formal establishment of the MAEP PMO:

- a) the MAEP Core Team composed of IATA, AACO, CANSO, ICAO, the MAEP Board Chairperson and MAEP SC Co-Chairpersons, act as an Interim PMO; and*
- b) IATA is designated as the Team Leader of the MAEP Core Team.*

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) review and endorse the MAEP MOA at **Appendix A**; and
- b) encourage States to join MAEP.

APPENDIX A



**MID REGION ATM ENHANCEMENT PROGRAMME
(MAEP)**

**MEMORANDUM OF AGREEMENT
(MOA)**

**MID REGION ATM ENHANCEMENT PROGRAMME
(MAEP)**

MEMORANDUM OF AGREEMENT

1. PARTIES

1.1 The signatories to this Memorandum of Agreement (MOA) herein called the Parties are listed at **Attachment I**.

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 decision to establish a MAEP Board, which will be responsible for the overall management of MAEP and the below DGCA-MID/2 Conclusions 2/3 and 2/4:

*DGCA-MID/2 CONCLUSION 2/3 – MID REGION ATM ENHANCEMENT
PROGRAMME (MAEP) – SPECIAL
COORDINATION MEETING*

That, the ICAO MID Regional Office organise a Special Coordination Meeting in September 2013 in order to agree on the best mechanism to establish a MID Region ATM Enhancement Programme, taking into consideration all initiatives.

*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.

The Parties have agreed to the following:

1. The Parties to this Agreement 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 as at **Appendix I**.
3. MAEP will be established as an ICAO Technical Cooperation (TC) project.
4. The overall objective of MAEP, which is a regional platform that provides the basis for a collaborative approach towards planning and implementing air navigation 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.

5. The MAEP Steering Committee (MAEP SC) is established to act as an advisory body to the MAEP Board, guide MAEP's work and ensure that its objectives are accomplished in a timely, effective and efficient manner. The MAEP SC Terms of Reference (TORs) are at **Appendix II**.
6. The MAEP Board, in which each Party is entitled to appoint a Member, Alternate, and Advisor(s), shall retain overall direction and responsibility for the supervision and operation of the MAEP Project Management Office (PMO) through the MAEP Steering Committee (MAEP SC).
7. The Board shall elect its chairperson from among the Parties.
8. The Board shall secure the commitment of the Parties for funding the MAEP activities, in accordance with agreed funding mechanism.
9. The MAEP PMO scope, duties and responsibilities will be agreed by the MAEP Board and could be revised as deemed necessary, through the MAEP SC.
10. The MAEP PMO shall be assigned clear tasks in a step-by-step approach.
11. The MAEP PMO will be co-located by the ICAO MID Regional Office. The co-location arrangements shall be subject to a written agreement with the relevant authorities of ICAO.
12. The MAEP Funding mechanism shall be agreed by the MAEP Board and amended as deemed necessary. The MAEP funding mechanism is at **Appendix III**.
13. The running cost of the MAEP PMO shall be covered through annual contribution from the Parties.
14. The funding of the projects/working packages shall be addressed by the Board on case-by-case basis; and ensured through contribution (cash or in-kind) by concerned States, stakeholders and sponsors/donors. Funds and activities concerning projects/working packages undertaken through ICAO TCB, as well as project documents with ICAO, shall be executed and administered according to applicable ICAO procedures, policies and practices.
15. The MAEP Board Chairperson is delegated the authority to sign with ICAO, on behalf of the Parties, the MAEP Legal, Administrative and Financial documentation.
16. Any State listed in **Attachment I** may join the MAEP by signing this Agreement. This Agreement shall come into effect on the date it has been signed by at least eight (08) States, States willing to join the Programme after it has entered into force shall submit a request to the MAEP Board through the Regional Director of the ICAO Middle East Office, for appropriate action.
17. Any amendment to this Agreement shall be valid only if agreed and executed in writing by the Parties.
18. The Appendices to this Agreement are subject to periodic review by the MAEP Board, as deemed necessary. Amendments to the Appendices do not require the re-signature of the Agreement by the Parties.
19. Any dispute arising out of or relating to this Agreement shall be settled by direct consultation between the Parties concerned.

20. Any Party wishing to withdraw from this Agreement shall notify in writing the MAEP Board through the Regional Director of the ICAO Middle East Office, at least 12 months in advance. The obligations assumed by the Parties under this Agreement shall continue to exist after the withdrawal from this Agreement to the extent necessary to permit the orderly finalization of activities, the withdrawal of personnel, the distribution of funds, assets and the settlement of contractual obligations, approved before withdrawing. Additional funds, if necessary, shall be provided by the remaining Parties.
21. All correspondence related to the implementation of this Agreement, shall be addressed to:

Chairman of the MAEP Board

General Civil Aviation Authority
P.O.Box 666
Abu Dhabi
United Arab Emirates

and

Regional Director, ICAO Middle East Office

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

ATTACHMENT I**Agreed on behalf of**

Parties	Name	Title	Signature	Date
Bahrain				
Egypt				
Iran				
Iraq				
Jordan				
Lebanon				
Libya				
Kuwait				
Oman				
Qatar				
Saudi Arabia				
Sudan				
Syria				
Unite Arab Emirates				
Yemen				

APPENDIX I**MID Region ATM Enhancement Programme Board
(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. Agree on MAEP objectives and 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 approve the MAEP work plan on a yearly basis and/or whenever required.
5. Develop duties and the responsibilities of the MAEP key players.
6. Approve the projects implementation plans to achieve the agreed objectives, which include projects scope, milestones, deliverables, budgets and resources.
7. Review and amend as deemed necessary the TOR of the MAEP Board and the MAEP Steering Committee (MAEP SC).
8. Develop, review and amend as deemed necessary the Institutional Framework and Administrative Procedures Manual of the PMO.
9. Monitor and review the activities and the work programme of the PMO through the MAEP SC and ensure compliance with the project charter and take actions as appropriate.
10. Review, amend and approve the business plans submitted by the MAEP SC for the implementation of MAEP projects/working packages.
11. Maintain a close and permanent consultation and cooperation with Stakeholders/Entities that might contribute to the work of the Board and optimize the exploitation of available expertise and resources.
12. Provide high level support and guidance to States to ensure harmonization and interoperability in line with the projects deliverables and recommendations.
13. Provide regular progress reports to MIDANPIRG.

In order to effectively perform its tasks and responsibilities:

1. The MAEP Board shall elect a Chairperson for a cycle of five years unless otherwise re-elected. The Chairperson acts as the contact point and coordinator on behalf of the MAEP Board members to oversee the Programme in coordination with ICAO.
2. The MAEP Board shall meet at least once a year and/or when deemed necessary.
3. The MAEP Board meetings should be hosted by its members on rotation basis.

Composition:

The MAEP Board is composed of:

- a) High Level (Decision Makers) Members from the MID States listed in **Attachment I** to the MAEP MOA;
- b) The MAEP Board Chairperson;
- c) MAEP SC Chairpersons; and
- d) Observers from AACO, ACAC, ACI, AIRBUS, BOEING, CANSO, EUROCONTROL/SESAR JU, FAA-USA, IATA, IFALPA and IFATCA

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

The ICAO MID Regional Office will act as the Secretary of the MAEP Board meetings.

APPENDIX II**MAEP STEERING COMMITTEE (MAEP SC)****TERMS OF REFERENCE****A) Purpose of the MAEP SC:**

The MAEP SC is established to act as an advisory body to the MAEP Board, guide its work and ensure that MAEP objectives are accomplished in a timely, effective and efficient manner.

In order to meet its Terms of Reference, the MAEP SC shall:

1. Review regional objectives, plans and users' requirements, and recommend priorities to the MAEP Board.
2. Review plans submitted by the PMO, and recommend priorities, projects/working packages and associated funding arrangements to the MAEP Board.
3. Ensure that the business plans are in line with the MID Air Navigation Strategy.
4. Oversee the activities of the PMO in line with the plans and budgets approved by the MAEP Board.
5. Monitor the financial performance at project level in line with the Board approved budget for each project/working package.
6. Monitor and follow-up the implementation of the MAEP Board Conclusions and Decisions related to the projects/working packages management.
7. Follow up with the PMO the implementation of the agreed projects/working packages and provide regular progress report to the Board.
8. Coordinate technical issues with the appropriate MIDANPIRG subsidiary bodies;
9. Establish Task Forces and implementation bodies, as deemed necessary, provided that:
 - i. the MAEP SC ensure harmonization and avoidance of duplication of efforts;
 - ii. the MAEP SC assumes the role of maintaining accountability for the established task forces and implementation bodies ensuring that they meet their deliverables; and
 - iii. all ATM stakeholders, including Industry and International Organizations, have an active participation in the established task forces and implementation bodies.
10. Monitor the progress of work and provide guidance to the established Task Forces and implementation bodies.

B) Composition:

The MAEP SC is composed of:

- a) The MAEP SC Co-Chairpersons
- b) MAEP Board Chairperson
- c) Members/Alternates from the MAEP member States
- d) MAEP Representatives/Alternates from the following Partners:

AACO, ACAC, ACI, AIRBUS, BOEING, CANSO, EUROCONTROL/SESAR JU, FAA-USA, IATA, IFALPA

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

Note 1: *The MAEP SC meetings are organised by the PMO. The PMO Manager will act as the Secretary of the MAEP SC meetings.*

Note 2: *ICAO will attend the MAEP SC meetings as Observer and would provide support as appropriate.*

Note 3: *The composition of the MAEP SC might be updated over time to include only Member States and Partners that could participate actively in the MAEP SC and contribute to its work.*

DRAFT

APPENDIX III**MAEP Funding Mechanism**

The MAEP funding mechanism was endorsed by the MSG/4 meeting as follows:

MSG CONCLUSION 4/7: MAEP FUNDING MECHANISM

That,

- a) the running cost of the MAEP PMO be ensured through contributions from all MAEP Member States;*
- b) the annual amounts to be paid by the MAEP Member States are, as follows:*
 - i. Bahrain, Iran, Oman, Qatar, Saudi Arabia and UAE annual contribution is US\$ 30,000 each;*
 - ii. Egypt, Iraq, Kuwait and Libya annual contribution is US\$ 20,000 each; and*
 - iii. Jordan, Lebanon, Sudan, Syria and Yemen annual contribution is US\$ 10,000 each.*
- c) the funding of the projects/working packages:*
 - i. be addressed by the Board, on case-by-case basis; and*
 - ii. be ensured through contribution (cash or in-kind) by concerned States, stakeholders and sponsors/donors.*
- d) the MAEP funding mechanism be revised by the MAEP Board, when necessary.*

- END -