



INTERNATIONAL CIVIL AVIATION ORGANIZATION

**THE MIDDLE EAST AIR NAVIGATION PLANNING
AND IMPLEMENTATION REGIONAL GROUP
(MIDANPIRG)**

**REPORT OF THE FIRST MID REGION ATM
ENHANCEMENT PROGRAMME STEERING COMMITTEE MEETING**

(MAEP SC/1)

(Dubai, UAE, 20- 22 January 2015)

The views expressed in this Report should be taken as those of the MIDANPIRG MAEP SC/1 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 First Meeting of the MID Region ATM Enhancement Programme Steering Committee (MAEP SC/1) was successfully held at the Conrad Hotel, Dubai, UAE, from 20 to 22 January 2015. The MAEP SC/1 meeting was gratefully hosted by the UAE General Civil Aviation Authority (GCAA).

2. OPENING

2.1 The meeting was opened by Mr. Omar Bin Ghalib, Deputy Director General Civil Aviation Authority, UAE, who extended a warm welcome to all participants to the MAEP SC/1 meeting and wished them a successful meeting and pleasant stay in Dubai. Mr. Bin Ghalib thanked ICAO for organizing this meeting in UAE and restated Emirates' commitment to support the ICAO MID Regional Office and MIDANPIRG activities, including MAEP. He emphasized that GCAA has always promoted and valued the global and regional collaboration through effective partnerships with regional and international organizations.

2.2 Mr. Bin Ghalib highlighted that UAE is one of the MID States witnessing rapid traffic growth that necessitates immediate attention and commitment to ensure safe and efficient air traffic operations. As a result, various projects have been launched in UAE to enhance air traffic capacity covering both the airports and the airspace. He pointed out that MAEP came at a time when the ATM in the MID Region is facing many challenges, such as the airspace congestion, which is considered as a constraint limiting traffic growth and affecting efficiency and accordingly, MAEP is the right forum for collaboration between all stakeholders under the ICAO umbrella.

2.3 In closing, Mr. Bin Ghalib assured that UAE cooperation will continue with all ATM stakeholders, in order to ensure that continuous improvements are successfully made to the ATM operations, with the aim of enhancing air traffic safety and efficiency; and increasing capacity.

2.4 In his opening remarks, Mr. Mohamed Khonji, Regional Director, ICAO Middle East Office, Cairo, welcomed the participants to Dubai and wished them a successful and fruitful meeting. He expressed his gratitude and appreciation to the GCAA and especially to H.E. Saif Mohamed Al Suwaidi, Director General of GCAA, for hosting this meeting in UAE. Mr. Khonji extended special thanks to Mr. Omar Bin Ghalib, Mr. Ahmed Al Jallaf and all the team who participated in the preparation and facilitation of this meeting for their good cooperation and for the excellent hospitality extended to the ICAO staff and all participants. He highlighted that UAE continuous support to the ICAO MID Regional Office activities is an evidence of its active role and reflects Emirates commitment to enhance the overall safety and efficiency of air navigation and increase capacity in the Region.

2.5 Mr. Khonji highlighted that MAEP is the 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, taking into consideration previous initiatives. He expressed his confidence that MAEP, led by Mr. Ahmed Al Jallaf, Chairman of the MAEP Board, Mr. Saleem Hassan from Bahrain and Mr. Achim Baumann from IATA, Co-Chairpersons of the MAEP Steering Committee, and with the effective contribution and support from States and all stakeholders, will achieve its objectives.

2.6 Mr. Khonji recalled that the MAEP Steering Committee was 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. The Steering Committee, among other tasks, should review the regional objectives, plans and users' requirements, and recommend projects/working packages and

priorities to the MAEP Board. Accordingly, he strongly encouraged States, Users and Service Providers to contribute to the SC meetings and provide the necessary information/inputs and comments, as required.

2.7 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 six (36) participants from eight (8) States (Bahrain, Egypt, Islamic Republic of Iran, Kuwait, Oman, Saudi Arabia, United Arab Emirates and USA) and six (6) International Organizations and Industries (AACO, AIRBUS, BOEING, CANSO, FAA and IATA). The list of participants is at **Attachment A** to the Report.

4. OFFICERS AND SECRETARIAT

4.1 The meeting was chaired by Mr. Saleem Hassan, Chief Air Traffic Management, Civil Aviation Affairs, Bahrain.

4.2 Mr. Elie El Khoury RO/ATM/SAR was the Secretary of the meeting supported by Mr. Mohamed Smaoui, Deputy Regional Director, ICAO Middle East Office, Cairo.

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 |
| Agenda Item 2: | MID Region ATM Enhancement Programme (MAEP) Establishment |
| Agenda Item 3: | MAEP Projects/Working Packages |
| Agenda Item 4: | Future Work Programme |
| Agenda Item 5: | 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

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

DRAFT DECISION 1/2: MAEP PRODOC ACTION GROUP

DRAFT DECISION 1/3: MAEP INTERIM PMO

PART II: REPORT ON AGENDA ITEMS

REPORT ON AGENDA ITEM 1: ADOPTION OF THE PROVISIONAL

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

REPORT ON AGENDA ITEM 2: MID REGION ATM ENHANCEMENT PROGRAMME (MAEP) ESTABLISHMENT

2.1 The meeting was apprised of the outcome of the MAEP Board/1 meeting (Cairo, Egypt, 23-25 June 2014) as reviewed and endorsed by the MSG/4 meeting.

2.2 The meeting reviewed and updated the Scope and Strategic Objective of MAEP as follows:

The MID Region ATM Enhancement Programme (MAEP) 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, 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 (2016-2028).*
- 2) *Improve efficiency and increase capacity to safely accommodate air traffic growth.*
- 3) *Support the implementation of air navigation 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) *Addresses ATM community expectations in a cost-effective and environmentally sustainable manner.*

2.3 The meeting reviewed the Draft MAEP Memorandum of Agreement (MOA), at **Appendix 2A**, consolidated based on the inputs and comments received from all Stakeholders. In this regard, the meeting recognized that the current version of the MOA is mature enough to be presented, for endorsement by the DGCA-MID/3 meeting (Doha, Qatar, 27-29 April 2015). However, considering that several States have not yet provided their comments on the MOA (pending release by their Legal Departments), the meeting agreed that the deadline to provide comments to the ICAO MID Regional Office be extended to **1 April 2015**, with the understanding that “no reply means no comment” and concurrence with the current version of the MOA.

2.4 The meeting recognized the challenges facing some States for the signature of the MAEP MOA, without a clear vision on the projects/initiatives which will be implemented under the MAEP framework and the associated funding mechanism.

2.5 In connection with the above, the meeting recalled 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.*

2.6 In line with bullet c) of the above MSG/4 Conclusion, the 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.

2.7 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 will be a high level document providing essential information on the programme including the identified/agreed projects and associated outcomes, benefits, timelines, etc.

2.8 Based on all of the above, the meeting agreed to the following Draft Conclusion:

***DRAFT CONCLUSION I/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.*

2.9 In connection with the above, the meeting agreed that in addition to the State Letter which will be issued as a follow-up to the above Draft Conclusion, the ICAO Regional Director is to follow-up the issue with the Directors General of Civil Aviation to expedite the signature of the MAEP MOA.

2.10 The meeting reviewed the Draft MAEP Management Service Agreement (MSA) and the Draft MAEP Project Document (ProDoc) at **Appendices 2B** and **2C**, respectively, prepared by the Secretariat based on the templates provided by the ICAO Technical Cooperation Bureau (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.

2.11 Based on the above, the meeting agreed to establish an Action Group, to review and finalize the Draft MAEP ProDoc and eventually the Draft MSA. The meeting noted with appreciation that Bahrain, Egypt, Iran, Kuwait, Oman, Saudi Arabia and UAE would support the Action Group. Accordingly, the meeting agreed to the following Draft Decision:

DRAFT DECISION 1/2: MAEP PRODOC ACTION GROUP

That, a MAEP ProDoc Action Group is established to review and consolidate the final version of the Draft MAEP Project Document (ProDoc) and eventually the Draft MAEP Management Service Agreement (MSA), before 1 April 2015.

Note. *The work of the Action Group shall be carried out mainly through exchange of correspondence, between its Members using all means of communication (emails, Teleconferencing, etc).*

2.12 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.

2.13 The meeting reiterated that the MAEP Board delegated the MAEP Board Chairman, the authority to sign the necessary documentation with ICAO on behalf of the MAEP Board.

REPORT ON AGENDA ITEM 3: MID Region ATM Enhancement Programme (MAEP) Projects/Working Packages

3.1 The meeting reviewed the following project proposals:

- MID Flight Procedure Programme (MID FPP);
- MID IP Network; and
- MID Integrated Flight Plan Processing System (MID IFPS);

3.2 The meeting recalled that the above proposed projects were supported by the MSG/4 meeting as candidate projects to be implemented under the MAEP framework and agreed to include them in the MAEP Master Plan.

3.3 The meeting received with appreciation a proposal by UAE related to MID Airspace project to enhance air traffic safety and efficiency. The meeting noted that the proposed project scope is to:

- increase access to all MID Airports;
- increase MID Region Airspace capacity; and
- improve safety, or at the very least, maintain the current safety level.

3.4 It was also noted that the proposed project will consist of four (4) phases:

Phase 1: Regional Airspace Study that includes Gap Analysis and detailed recommendations;

Phase 2: Airspace Restructuring Project that includes conceptual designs and concept of operations;

Phase 3: Implementation Plan; and

Phase 4: Post Implementation review and assessment.

3.5 The meeting noted that this project is linked to other initiatives such as the Middle East Regional Airspace Review (MIDRAR), the ACAC CNS/ATM study and the GCC Virtual Upper FIR study, etc.

3.6 The meeting agreed to rename the proposal as “MID ATS Route Network Optimization Project (ARNOP)” consisting of two major phases (Study and Implementation) and agreed to include it in the MAEP Master Plan.

3.7 Based on the outcome of the MSG/4 related to the eventual implementation of a regional/sub-regional ATFM system, the meeting agreed that a Draft Project Proposal addressing the project overview, objectives, necessity, feasibility, cost benefit analysis and timelines, should be developed and presented to the MAEP SC, for consideration. Accordingly, the meeting agreed to include in the MAEP Master Plan a project related to regional/sub-regional ATFM system.

3.8 The meeting was apprised of the progress of the MID Region AIM Database (MIDAD) project. In this respect, the meeting noted that a contract was signed with ITV on 10 February 2014 for the development of the specifications for the MIDAD Detailed Study. It was

also highlighted with appreciation that Bahrain, Qatar, Saudi Arabia and UAE covered the cost of the mentioned contract on the basis of equal contribution. The meeting agreed that based on the results of the MIDAD detailed study, the MAEP SC would consider the inclusion of MIDAD (implementation phase) as a project under the framework of MAEP.

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

3.10 The 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.

3.11 The 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.

3.12 The meeting noted with appreciation that AACO, CANSO and IATA are willing to support the 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.*

3.13 The meeting agreed that the first set of tasks to be performed by the Interim PMO includes mainly:

- development of an initial version of the MAEP Master Plan, for presentation to the DGCA-MID/3 meeting;
- identification of additional quick-wins initiatives;
- exploration of viable options for the funding of MAEP and its projects;
- support and monitor the implementation of the call sign initiative; and
- coordination with all concerned stakeholders to initiate Phase 1 of the ARNOP project.

REPORT ON AGENDA ITEM 4: FUTURE WORK PROGRAMME

4.1 The meeting recalled that in accordance with the MAEP SC Terms of Reference, the meetings of the MAEP SC should be organized by the MAEP PMO Manager. In this regard, the meeting agreed that until the appointment of the PMO Manager, ICAO will continue to act as the Secretariat of the MAEP SC meetings.

4.2 The meeting highlighted that the MAEP Board/2 meeting could not be convened before the signature of the MAEP MOA by at least eight (8) States. Accordingly, the meeting agreed that based on the outcome of the DGCA-MID/3 meeting and the number of States that will sign the MOA, ICAO and the MAEP Board and SC Chairpersons will decide if the meeting planned to be held in Cairo, Egypt, 20-22 October 2015, will be a Board or SC meeting or a combination of both.

REPORT ON AGENDA ITEM 5: ANY OTHER BUSINESS

5.1 Nothing has been discussed under this Agenda Item.

APPENDICES

APPENDIX 2A



**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 **ATTACHEMNT II**.
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 **Attachment III**.

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 hosted by the ICAO MID Regional Office. Hosting 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.
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. Any dispute arising out of or relating to this Agreement shall be settled by direct consultation between the Parties concerned.
19. 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. Additional funds, if necessary, to cover the above mentioned expenditures shall be provided by the Parties.

20. 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

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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				

ATTACHMENT II**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 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.

ATTACHMENT III**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.*

- END -

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APPENDIX 2B

MANAGEMENT SERVICE AGREEMENT

BETWEEN
THE INTERNATIONAL CIVIL AVIATION ORGANIZATION
AND
THE CIVIL AVIATION AUTHORITIES AND/OR RELATED STAKEHOLDERS
OF THE PARTICIPATING STATES

The CIVIL AVIATION AUTHORITIES AND/OR RELATED STAKEHOLDERS of THE PARTICIPATING STATES in the Middle-East Region, hereinafter referred to as the “Participating States”, and

The International Civil Aviation Organization, hereinafter referred to as "ICAO", represented by the Secretary General;

Hereinafter referred to as the “Parties”;

AGREE ON THE FOLLOWING:

1. GENERAL PROVISIONS

1.1 The Parties agree to enter into an agreement regarding management and other support services to be provided by or through ICAO, as specified in this Management Service Agreement (hereinafter referred to as "this Agreement").

1.2 A detailed description of the Project(s) in relation to which specific Services are going to be provided will be set out in and designated as Annex(es) to this Agreement.

1.3 Services to be provided by or through ICAO under this Agreement in response to requests submitted by the Participating States shall be furnished under the direction of the Director, Technical Cooperation Bureau of ICAO on behalf of the Participating States. Nevertheless, the Participating States shall retain overall responsibility for the implementation of the Project(s).

1.4 The services shall be approved by ICAO and shall be specified in the Annex(es) to this Agreement (hereinafter referred to as “the Services”). Such Services, unless otherwise agreed by the Parties, shall be provided in accordance with ICAO’s policies, practices, procedures and rules and subject to all necessary funds having been made available to ICAO.

1.5 The specific responsibilities of the Parties with regard to the contribution for the implementation of Project(s) shall be outlined as inputs in the Annex(es) to this Agreement.

1.6 ICAO and the Participating States shall maintain close consultations respecting all aspects of the provision of the Services contemplated under this Agreement.

1.7 Any change to the duration of the Agreement and/or the scope of the Project(s) shall require negotiations between the Parties.

1.8 ICAO shall, on behalf of the Participating States, contract for inputs required for the provision of the Services specified in the Annex(es) to this Agreement. The recruitment of personnel and the signature of contracts shall be subject to prior approval by the Participating States.

1.9 In the performance of the duties the personnel or contractors shall collaborate closely with officials of the Participating States and shall help to execute the Project(s) in conformity with such general guidelines as the Participating States may establish in consultation with ICAO. The latter shall furnish to the above-mentioned personnel or contractors whatever guidance ICAO deems necessary for the successful implementation of the Services.

1.10 Unless agreed otherwise by the Participating States and ICAO in the Annex(es) to this Agreement, the Participating States shall be solely responsible, using funds other than those specified in the Annex(es), for the recruiting of local personnel and payment of their salaries and benefits, as well as for the administrative support (local secretarial and personal services, offices, locally produced equipment and supplies, transportation within the country, and communications) required for the execution of the Project(s) and the provision of the Services and related support.

1.11 The funds and activities under this Agreement shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices.

1.12 The obligations assumed by the parties under this Agreement shall continue to exist after termination of this Agreement to the extent necessary to permit the orderly finalization of activities, the withdrawal of personnel, the distribution of funds and assets, the liquidation of accounts existing between the parties, and the settlement of contractual obligations. Additional funds, if necessary, to cover the above-mentioned expenditures shall be provided by the Participating States.

2. FINANCING PROVISIONS

2.1. The estimated total cost of the Services will be indicated in the Annex(es) to this Agreement. For management of the Services, ICAO shall be paid Administrative Charges as indicated in the Annex(es). The total cost (Services and Administrative Charges) of the Project(s) may not exceed the amount reflected in the Annex(es) without the prior agreement of the Participating States.

2.2. Upon signature of the Annex(es), the Participating States shall deposit the amounts detailed in the Annex(es) to cover the estimated cost of the Services and Administrative Charges.

2.3. All cash receipts to, and payments made by, ICAO under this Agreement shall be recorded in a separate account, opened, *inter alia*, in order to place on record the receipt and administration of payments. All payments made to ICAO shall be made in U.S. dollars and deposited in ICAO's bank account as follows:

Pay to: //CC000305101
Royal Bank of Canada
Ste. Catherine and Stanley Branch
1140 Ste. Catherine Street West
Montreal, Quebec
Canada H3B 1H7

For credit to: 05101 404 6 892
Project: RAB/14/801
ICAO Account

Swift code: ROYCCAT2

2.4. ICAO shall not be obliged to begin or continue the provision of the Services until the payments mentioned in paragraphs 2.2 and 2.6 of this Agreement have been received and ICAO shall not be obliged to pay or commit any sums exceeding the funds deposited in the aforementioned account.

2.5. ICAO shall furnish the Participating States with unaudited financial statements concerning the Services covered in this Agreement, showing the status of the funds in U.S. dollars as at the end of March, June, September and December. After ICAO has concluded the provision of the Services, it shall submit to the Participating States a final financial statement. In the event that the Participating States requests that a special audit/evaluation of its account or project under this Agreement be performed by the Internal or External Auditor of ICAO, the Participating States shall bear the cost of such audit.

2.6. If due to unforeseen circumstances the funds received under this Agreement should prove insufficient to cover the total cost of provision of the Services and Administrative Charges, ICAO shall inform the Participating States to that effect and additional funds, if required, shall be made available to ICAO before the continuation of the project.

2.7. Any balance of funds not disbursed and not committed at the conclusion of the Services shall be returned to the Participating States on request, or be retained in the account for future use as defined by the Participating States.

3. PROCUREMENT SERVICES PROVISIONS

3.1. ICAO shall acquire, at the request and on behalf of the Participating States and in conformity with this Agreement and ICAO's Procurement Code, the necessary equipment and supplies described in the Annex(es) to this Agreement or requested directly from the Participating States through an official communication to ICAO:

3.1.1. Following the (site) acceptance of the equipment by ICAO on behalf of the Participating States, title of ownership, and all associated risks of loss or damage, shall pass automatically from the supplier of the equipment to the Participating States.

3.1.2. The Participating States shall be responsible for the custom clearance process. Should the costs resulting from tariff duties, taxes or similar fees directly related to the release from customs of the equipment and supplies not be subject to exemption by the Participating States shall be responsible for defraying such costs using funds not proceeding from those specified in the Annexes.

3.1.3. The Administrative Charge fees will be phased according to the degree of advancement of the procurement process (20% at the issuance of the tender, additional 30% when the evaluation process has been completed and the balance upon signature of the purchase order/contract). Should an on-going Purchase Requisition approved by the Participating States be cancelled by the Participating States before the purchase is effected, ICAO shall be entitled to recover its costs based on the amount of work that has been completed in the implementation of the said Purchase Requisition. ICAO will invoice the corresponding amount to the Participating States.

3.1.4. An amendment to a Purchase Order/Contract shall not decrease the Administrative Charges associated with the issuance of the original Purchase Order/Contract.

4. DISPUTES RESOLUTION (SETTLEMENT OF DISPUTES)

4.1 Any dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination or invalidity thereof, shall be settled, in the first instance, by direct negotiations between the parties. If unsuccessful, such dispute, controversy or claim shall be settled by arbitration in accordance with the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules, as in force at the time of arbitration. The place of arbitration shall be Montreal, Province of Quebec, Canada, conducted in the English language. Arbitration shall be conducted by one arbitrator. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute.

5. ICAO PRIVILEGES AND IMMUNITIES

5.1 Nothing in or relating to this Agreement shall be deemed a waiver, express or implied, of any immunity from suit or legal process or any privilege, exemption or other immunity enjoyed or which may be enjoyed by ICAO, its officers, staff, assets and funds either pursuant to the *Convention on the Privileges and Immunities of the Specialized Agencies, 1947* or other applicable conventions, agreements, laws or decrees.

6. CORRESPONDENCE

6.1 All correspondence relating to the implementation of this Agreement other than this signed Agreement or the amendments thereto, shall be addressed to:

ICAO:
Regional Director
Middle East Office
International Civil Aviation Organization
Ministry Of Civil Aviation Complex
Cairo Airport Road
Cairo – Egypt
P.O. Box 85, Airport Post Office
Terminal One, Cairo 11776

Participating States

(Title)

(Full address)

6.2 The Participating States shall keep ICAO duly informed of all measures which it adopts for the fulfilment of this Agreement or which may affect this Agreement.

7. ENTRY INTO FORCE, AMMENDMENTS AND TERMINATION

7.1 This Agreement shall come into force on the date on which it has been signed by the Parties. It shall continue to be in force until terminated under paragraph 7.3 below. Upon coming into force, it shall supersede existing Agreements concluded between the parties on the same subject matter.

7.2 This Agreement may be amended at any time by written agreement between the parties.

7.3 This Agreement may be terminated at any time, by either Party, giving to the other a written notification. This Agreement shall terminate sixty (60) calendar days after receipt of the notification.

Agreed on behalf of the International
Civil Aviation Organization:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Bahrain:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Egypt:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Iran:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Iraq:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Jordan:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Lebanon:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Libya:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Kuwait:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Oman:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Qatar:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Saudi Arabia:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Sudan:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Syria:

Signed
by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of United Arab Emirates:

Signed by: _____

Name: _____

Title: _____

Date: _____

Agreed on behalf of Yemen:

Signed by: _____

Name: _____

Title: _____

Date: _____

— END —



**INTERNATIONAL CIVIL AVIATION ORGANIZATION
PROJECT DOCUMENT**

Project Title: MID Region Air Traffic Management Enhancement Programme (MAEP)
Project Number: RAB/14/801
Duration: 6 years. *[The Programme duration would be extended to another 6 years or more, in order to remain in line with the Global Air Navigation Plan (2013-2018)].*
Project Cost: TBD
Participating States: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE and Yemen
Sector and Subsector: Air Navigation/Air Traffic Management (ATM)
Governments Executing Agency: Civil Aviation Authorities of the MID States
Executing Agency: International Civil Aviation Organization (ICAO)
Location [PDU1]: The Project Management Office will co-located in the ICAO MID Regional Office
Estimated Starting Date: January 2016

Brief Description: The MID Region ATM Enhancement Programme (MAEP) is executed by the International Civil Aviation Organization (ICAO) by means of a trust fund, aimed at enhancing the safety and efficiency of ATM operations in the MID Region in accordance with the Inter-States Memorandum of Agreement. The MAEP is a regional platform that provides the basis for a collaborative approach towards planning and implementing projects/working packages in support of the MID Air Navigation Strategy, and in line with the Global Air Navigation Plan (GANP), taking into consideration the users' requirements.

Signed on behalf of	Signature	Name	Title	Date
MAEP Participating States	MAEP Board Chairperson
ICAO

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PART A. INTRODUCTION

1. Background

- 1.1. The Second Meeting of the Directors General of Civil Aviation for Middle East Region (DGCA-MID/2) held in Jeddah, Saudi Arabia, 20 - 22 May 2013, noted the increasing need for cooperation between the different ATM stakeholders over the last period for the enhancement of ATM capacity and efficiency in the MID Region.
- 1.2. The DGCA-MID/2 meeting recognized 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.

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- 1.3. The DGCA-MID/2 meeting highlighted that the planning and implementation of future ATM projects/working packages, in accordance with the ICAO Global Air Navigation Plan (GANP), the Aviation System Block Upgrades (ASBU) and the MID Air Navigation Strategy require a regional solution, which should be implemented across a number of States and managed cooperatively by the Participating States.
- 1.4. In view to expedite the process and avoid that the legal and funding issues delay the implementation of the programme, the DGCA-MID/2 meeting through CONCLUSION 2/4 below, 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:

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

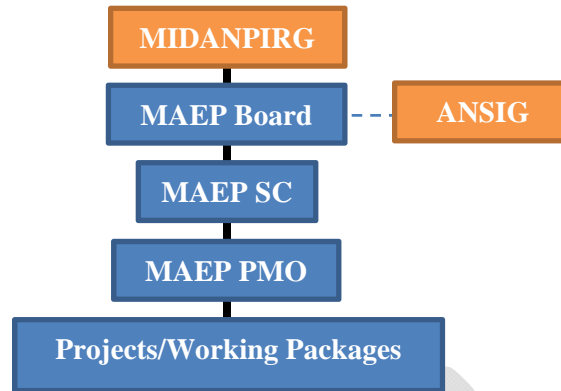
That, a MID Region ATM Enhancement Programme Board composed of high level representatives from concerned States and Organizations, be established for overall supervision, direction, and management of the Programme.

2. Scope and Strategic Objective of MAEP

- 2.1. The MID Region ATM Enhancement Programme (MAEP) 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, taking into consideration previous initiatives. This includes the following:
 - a) Maximize Air Traffic Management performance in the MID Region through project management and within the time frame (2016-2028).
 - b) Improve efficiency and increase capacity to safely accommodate air traffic growth.
 - c) Support the implementation of air navigation 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.
 - d) Addresses ATM community expectations in a cost-effective and environmentally sustainable manner.

3. MAEP Planning and Implementation Strategy

- 3.1. The Participating States, in accordance with the MAEP Memorandum of Agreement (MOA) at **Appendix A**, agreed to the establishment of a dedicated forum for coordination and cooperation for the implementation of projects/working packages related to air navigation in a harmonized manner, aiming to enhance the ATM efficiency and increase capacity to safely accommodate air traffic growth in the MID Region.
- 3.2. The MAEP Organizational Structure is as follows:
 - a) MAEP Board;
 - b) MAEP Steering Committee (MAEP SC);
 - c) MAEP Project Management Office (PMO); and
 - d) Projects/Workings Packages



MAEP Board

- 3.3. The MAEP Board takes responsibility for overall leadership, supervision, direction, and management of the MID Region ATM Enhancement Programme (MAEP). The MAEP Board 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).
- 3.4. The MAEP Board is composed of High Level (Decision Makers) members from the MID States, signatures of the MAEP MOA, the MAEP Chairperson and 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.
- 3.5. The ICAO MID Regional Office will act as the Secretary of the MAEP Board meetings.
- 3.6. The MAEP Board should report the MAEP activities to the Middle East Air Navigation Planning and Implementation Group (MIDANPIRG) and coordinate, as deemed necessary, with the Air Navigation Systems Implementation Group (ANSIG).
- 3.7. The MAEP Board delegated the authority to the MAEP Chairperson to sign with ICAO the documentation, necessary for the advancement of the Project, on behalf of the MAEP member States.
- 3.8. More details related to the duties and responsibilities of the MEAP Board are reflected in its Terms of Reference attached to the MAEP MOA at **Appendix A**.

MAEP Steering Committee (MAEP SC)

- 3.9. The MAEP Steering Committee (MAEP SC) acts as an advisory body to the MAEP Board, guides MAEP's work and ensures that its objectives are accomplished in a timely, effective and efficient manner.
- 3.10. The MAEP SC is co-chaired by two Chairpersons: one from the member States and one from the MAEP SC member Organizations.
- 3.11. The MAEP SC is composed of the MAEP SC Chairpersons, the MAEP Board Chairperson, Members/Alternates from the MAEP member States and MAEP Representatives/Alternates from AACO, ACAC, ACI, AIRBUS, BOEING, CANSO, EUROCONTROL/SESAR JU, FAA-USA,

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

- 3.12. The composition of the MAEP SC allows each Member equal voice in determining the focus of the programme and ensures that the views of the member States and Organizations are taken into consideration. The Steering Committee will meet at least once per year, or when deemed necessary, and provides a compact efficient and cohesive unit that reviews and adjusts the immediate objectives, outputs and activities of the project to respond to the changing needs and priorities of its Members.
- 3.13. More details related to the duties and responsibilities of the MEAP SC are reflected in its Terms of Reference attached to the MAEP MOA at **Appendix A**.
- 3.14. The MAEP SC meetings are organised by the PMO. The PMO Manager will act as the Secretary of the MAEP SC meetings. ICAO will attend the MAEP SC meetings as observer and would provide support as appropriate.

MAEP Project Management Office (MAEP PMO)

- 3.1. The first milestone to get the programme running is the establishment of the MAEP PMO, through the appointing of a PMO Manager, as a first step.
- 3.2. The MAEP PMO scope, tasks, duties and responsibilities will be agreed by the MAEP Board, in a step-by-step approach, and could be revised as deemed necessary, through the MAEP SC. The duties and responsibilities of the MAEP PMO should include the following:
 - Responsible for the implementation of MAEP funded regional projects/working packages in accordance with the approved plans.
 - Coordinates and supports the implementation of MAEP projects/working packages at national level.
 - Develops and amends business plans (deliverables, timeline, budget and concerned entities) for each project and recommends them to the Steering Committee
 - Develops Key Performance Indicators (KPIs) for tracking the implementation of the projects and to assess and measure the effectiveness of the programme.
 - Submits progress reports for each project to the Steering Committee, as appropriate and when required.
 - Identifies and reports projects risk to the MAEP SC and maintains a risk database.
- 3.3. The MAEP PMO is co-located in the ICAO MID Regional Office. The co-location arrangements are described in the signed agreement between the MAEP Board Chairperson and ICAO, at **Appendix B**.

PART B. FUNDING MECHANISM

1. The running cost of the MAEP PMO shall be covered through annual contribution from the member States, in accordance with the MAEP Board decision.
2. The funding of the projects/working packages shall be addressed by the MAEP 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.

PART C. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

1. OBJECTIVE 1

Establish a mechanism and a dedicated forum for coordination and cooperation among the Civil Aviation Administrations of member States and Organizations, with the aim of prioritization and harmonization of the implementation of regional projects/workings packages approved by the MAEP Board.

Status: established

Outputs	Activities
1.1 The MAEP Steering Committee (MAEP SC), formally established through MSG/4 Decision 4/6 , is the advisory body to the MAEP Board, guides MAEP's work and ensures that its objectives are accomplished in a timely, effective and efficient manner.	The tasks and activities of MAEP SC are described in the MAEP SC Terms of Reference at Appendix A (Attachment III to the MAEP MOA).

2. OBJECTIVE 2

Establish a MAEP Project Management Office (PMO) responsible for the implementation of the MAEP regional projects/working packages in accordance with approved plans by the MAEP Board.

Status: pending the appointment of a MAEP PMO Manager

Outputs	Activities
2.1 The MAEP Project Management Office (PMO) responsible for the implementation of the MAEP regional projects in accordance with approved plans by the MAEP Board.	Activity 2.1.1: Coordinates and supports the implementation of MAEP projects/working packages
	Activity 2.1.2: Develops and amends business plans (deliverables, timeline, budget and concerned entities) for each project and recommends them to the Steering Committee
	Activity 2.1.3: Develops Key Performance Indicators (KPIs) for tracking the implementation of the projects and to assess and measure the effectiveness of MAEP
	Activity 2.1.4: Submits progress reports for each project to the Steering Committee, as appropriate and when required
	Activity 2.1.5: Identifies and reports projects risk to the MAEP SC and maintains a risk database.

PART D. INPUTS

1. Government Inputs

1.1. Project Funding

1.4.1. Payment of trust fund contributions will be made by each Member State, as agreed by the MAEP Board, in order to cover the running cost of the MAEP PMO.

1.2. Personnel

- 1.2.1. Participating States would assign experts as required to support the MAEP PMO for the implementation of the agreed regional projects/working packages.

1.3. Duty Travel

- 1.3.1. Participating States will provide air and surface travel and accommodation free of cost to the PMO personnel and the ICAO MID Regional Office staff when undertaking missions in their countries related to the MAEP meetings, and pre-implementation of the agreed projects, in accordance with the approved PMO mission plan. The expenses related to the implementation of the MAEP projects will be included in the projects costs.

1.4. Information, data and documentation

- 1.4.1. Participating States should contribute effectively to the work of the MAEP through the provision of necessary inputs, data, information and documentation to ICAO and/or the PMO, in a timely manner.

2. Inputs through ICAO

2.1. Personnel

- 2.1.1. Recruitment and fielding of one International Expert to fill the position of the MAEP PMO Manager, for the project period (72 months):
- 2.1.2. Additional experts would be recruited with the advancement of the project, after the MAEP Board approval and in coordination with ICAO. The budget of the project will be amended accordingly.
- 2.1.3. Recruitment of an Administrative Assistance/Secretary with computer skills and very good knowledge of English, as deemed necessary.
- 2.1.4. Job Descriptions of the above project personnel are at **Attachment II**.

2.2. Duty Travel

- 2.2.1. Payment of per diem expenses of project professional personnel and regional experts during travel on missions away from the home base of the project. The mission programme will have to be finalized in coordination with ICAO and endorsed by the MAEP Board.

2.3. Mission Travel

- 2.3.1. An annual allocation for monitoring and backstopping of missions by ICAO Headquarters or ICAO MID Regional Office personnel.

2.4. Training

- 2.4.1. Training provided within the MAEP framework will be delivered through the implementation of the agreed projects/working packages.

2.5. Equipment

- 2.5.1. Allocation of US\$..... of project funds, each four (4) years, for the purchase of two (2) Laptops and their associated accessories (mouse, keyboards, headphones, speakers, monitors and docking stations) and one (1) “3in1” printer, which could be renewed each four years.
- 2.5.2. Allocation of US\$..... over 12 years for operation and maintenance of the above equipment and the cost of telephone and internet bills and any other miscellaneous expenses.

2.6. Miscellaneous

- 2.6.1. Allocations for sundry expenses, reporting costs and ICAO support costs.

PART E. RISKS

1. Inability of States to Pay their Share of Trust Fund Contributions
 - 1.1. There is always a possibility that one or more State may not be able to make the required annual payment in advance. Such inability or delay in payment would require alternative sources of funding being obtained or some modification to the project budget.
2. Lack of Other Donor Contributions
 - 1.2.1. Considering the demand for the enhancement of the ATM services/operations in the MID Region, there is a little risk that the Industry Partners will not be willing to contribute to the project in cash or in kind.

PART F. PROJECT MANAGEMENT

1. ICAO will execute the project in coordination with the MAEP Board and Chairperson of the MAEP Board. It will recruit the International Expert and the Administrative Assistant, and authorize the purchase of equipment, maintain financial accounting, in accordance with all applicable ICAO policies, rules, regulations, process, procedures and practices.
2. The MAEP Board formed of high level decision makers of member States, will monitor the project, and determine project priorities and the work programme including approving the annual mission programme to States and training requirements on the basis of needs and available resources. The MAEP PMO Manager, in coordination with ICAO and the Chairpersons of the Board and the Steering Committee will review regularly the funding of the project and undertake timely follow-up with the Participating States and concerned donors.
3. The PMO Manager will manage the project, under direction from ICAO and act as Secretary of the MAEP Steering Committee meetings. In these capacities and in coordination with ICAO and the Steering Committee where appropriate, he/she will update the project Work Plan, coordinate project activities, plan and obtain ICAO approval to conduct missions to States. He/she will propose, in consultation with ICAO, member States and other parties concerned, the timing, duration and agenda of the Steering Committee meetings. He/she will liaise with potential donors for financial and in-kind contributions. He/she will prepare the annual Project Performance Evaluation Report (PPER) and submit it to the Steering Committee members.

PART G. PROJECT MONITORING AND REPORTING

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1. The project will be subject to a Steering Committee Meetings. The parties concerned are the member States of MAEP, ICAO as the Executing Agency, member Organizations of the Steering Committee and Industry Partners contributing to the project as third party donors. The MAEP SC will review the project progress reports presented by the PMO Manager, assess the progress achieved and problems encountered, and make appropriate recommendations to the MAEP Board.

PART H. WORK PLAN

1. The Work Plan of MAEP will be prepared by the PMO Manager in consultation with the Co-Chairpersons of the MAEP SC, for endorsement by the Chairperson of the MAEP Board, for endorsement by the MAEP Board It will be updated and modified on the basis of priorities adopted, changing needs, and MAEP Board decisions.
2. The Work Programme of the PMO will be prepared by the PMO Manager in consultation with the Co-Chairpersons of the MAEP SC, for approval by the Chairperson of the MAEP Board and ICAO Regional Director.

PART I. BUDGET

1. A budget for the twelve (6) years duration of the project is at **Attachment I**. It has been prepared based on applicable ICAO policies and practices.

PART J. LEGAL CONTEXT

1. This Project Document (ProDoc) shall be **Annex 1** to the Management Service Agreement (MSA) signed between the International Civil Aviation Organization and MAEP member States.

ATTACHMENT I
PROJECT BUDGET

To be provided by TCB

DRAFT

ATTACHMENT II

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
TECHNICAL CO-OPERATION PROGRAMME
JOB DESCRIPTIONS**

Title: Manager of the MAEP Project Management Office

Post No.:

Duty Station: Cairo

Reporting Date: TBD

Duration: 72-Months

Qualification

TBD

Duties

The PMO Manager shall:

1. Manage and run the MAEP PMO.
2. Facilitate the development and, ensuring MAEP board decisions lead to the fulfillment of strategic objectives through delivery of projects.
3. Play a proactive role in the promotion of project management methods and standards, implementation of good project management practice, and the monitoring of projects.
4. Improve the planning and delivery process by collecting and maintaining data in a consistent form.
5. Establish a professional finance function within the portfolio project to ensure the timely provision of project funding and effective financial control.
6. Take the lead in ensuring that the project has effective processes in place to identify, monitor and resolve issues.
7. Take lead in ensuring that the project has effective progress in places to identify, monitor and resolve changes.
8. Take responsibility for development and maintenance of the project and dependency logs.
9. Ensure that any new products or services delivered by the project are fit for purpose and are capable of delivering the benefits required by the MAEP Board.
10. Ensure that current and future projects are equipped with enough human resources of the right skills, at the time they are needed, and that those human resources are used as efficiently as possible.
11. Take the lead in ensuring that the project has effective processes in place to identify and monitor risks, has access to reliable and up to date information about risks, and uses the appropriate controls and actions to deal with risks. This role should also ensure that MAEP SC is aware of any risk that may or may not cause a significant impact to the project deliverables.
12. Take responsibility for the implementation of MAEP funded regional projects/working packages in accordance with the approved plans.
13. Coordinate and support the implementation of MAEP projects/working packages at national level.

14. Develop and amend business plans (deliverables, timeline, budget and concerned entities) for each project and recommend them to the Steering Committee
15. Develop Key Performance Indicators (KPIs) for tracking the implementation of the projects and to assess and measure the effectiveness of the programme.
16. Submit progress reports for each project to the Steering Committee, as appropriate and when required.

DRAFT

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Title: Administrative Assistant
Post No.:
Duty Station: Cairo
Reporting Date: TBD
Duration: TBD Months

Qualification

TBD

Duties

TBD

APPENDIX A

MAEP MEMORANDUM OF AGREEMENT

DRAFT

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APPENDIX B

MAEP PROJECT MANAGEMENT OFFICE CO-LOCATION AGREEMENT

LIST OF PARTICIPANTS

NAME	TITLE & ADDRESS
<p>STATES</p> <p>BAHRAIN</p> <p>Mr. Saleem Mohamed Hassan</p>	<p>Chief Air Traffic Management Civil Aviation Affairs P.O. Box 586 KINGDOM OF BAHRAIN Fax: (973) 17 329 966 Tel: (973) 17 321 117 Mobile: (973) 3960 8860 Email: saleemmh@caa.gov.bh</p>
<p>Mr. Ahmed Ali Al-Sayed</p>	<p>Head Air Navigation Projects Civil Aviation Affairs Bahrain International Airport P.O. Box 586 KINGDOM OF BAHRAIN Fax: (973) 17 329 966 Tel: (973) 17 321 034 Mobile: (973) 3666 3693 Email: ahmed.alsayed@caa.gov.bh</p>
<p>EGYPT</p> <p>Mr. Hisham Abdel Fattah Ibrahim</p>	<p>Head of Air Navigation Egyptian Civil Aviation Authority Ministry of Civil Aviation Cairo Airport Road Cairo - EGYPT Fax: (202) 2268 0627 Tel: (202) 2987 0652 Mobile: (20100) 606 8185 Email: hgpm66@gmail.com</p>
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NAME	TITLE & ADDRESS
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