



International Civil Aviation Organization

MID Region ATM Enhancement Programme Steering Committee

First Meeting (MAEP SC/1)
(Dubai, UAE, 20 - 22 January 2015)

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

MAEP PROJECT DOCUMENT

(Presented by the Secretariat)

SUMMARY

This paper presents the Draft MAEP Project Document

Action by the meeting is at paragraph 3.

REFERENCES

– MAEP Board/1 Report

1. INTRODUCTION

1.1 The MAEP Project Document (ProDoc), as an Annex to the MAEP Management Service Agreement (MSA), details the following:

- The genesis/need for the programme.
- The general objectives/scope of the programme.
- Programme planning and implementation strategy.
- Immediate objectives, outputs, and activities.
- Government inputs (funds, personnel support services, information/documents, etc.).
- ICAO inputs (personnel, mission travel, duty travel, sub-contracts, training, equipment, etc.).
- Programme monitoring and reporting.
- Legal context.
- Risks.
- Budget.
- Job descriptions of the personnel.

2. DISCUSSION

2.1 The initial Draft of the MAEP ProDoc, is at **Appendix A**.

2.2 A revised version of the MAEP ProDoc reflecting inputs from all stakeholders will be circulated to the MAEP member States' and Organizations', in due course, for final review.

3. ACTION BY THE MEETING

3.1 The meeting is invited to review, update as deemed necessary the Draft MAEP ProDoc at **Appendix A**.



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 : 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.

- 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*

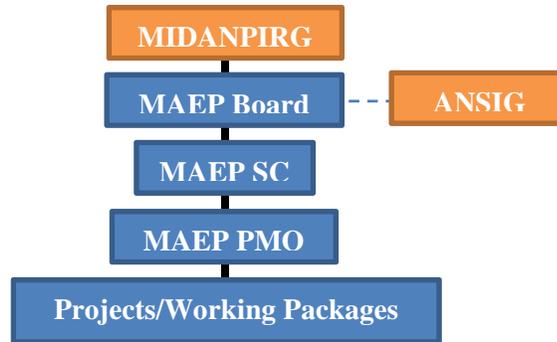
That, a MID Region ATM Enhancement Programme Board composed of high level representatives from concerned States and Organizations, be established for overall supervision, direction, and management of the Programme.

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 projects/working packages 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 (2014-2028).
 - b) Improve efficiency and increase capacity to safely accommodate air traffic growth.
 - c) Support 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.
 - 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.

MAEP Steering Committee (MAEP SC)

- 3.8. 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.
- 3.9. The MAEP SC is co-chaired by two Chairpersons: one from the member States and one from the MAEP SC member Organizations.
- 3.10. 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, IATA, and IFALPA. Other representatives from States and industry may be invited on ad-hoc basis, as required.
- 3.11. 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.

- 3.1. 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)

- 3.2. 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.
- 3.3. 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.
- 3.4. The MAEP PMO is co-located in the ICAO MID Regional Office. The Hosting arrangements are described in the signed hosting 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 implementation of the agreed projects/working packages, or conducting meetings.

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\$7000** 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\$5000** 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 will update the project Work Plan, coordinate project activities, plan and obtain ICAO approval to conduct missions to States. He will propose, in consultation with ICAO, member States and other parties concerned, the timing, duration and agenda of the Steering Committee meetings. He will liaise with potential donors for financial and in-kind contributions. He will prepare the annual Project Performance Evaluation Report (PPER) and submit it to the Steering Committee members.

PART G. PROJECT MONITORING AND REPORTING

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 report 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 project Work Plan will be prepared by the PMO Manager in consultation with the Chairpersons of the MAEP SC, for endorsement by the Chairperson of the MAEP Board and approval by ICAO. It will be updated and modified on the basis of priorities adopted, changing needs, and MAEP Board decisions.

PART I. BUDGET

1. A budget for the twelve (12) year 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.

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ATTACHMENT I
PROJECT BUDGET

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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: 60 Months

Qualification

TBD

Duties

TBD

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Title: Administrative Assistant
Post No.:
Duty Station: Cairo
Reporting Date: TBD
Duration: 60 Months

Qualification

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Duties

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APPENDIX A

MAEP MEMORANDUM OF AGREEMENT

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APPENDIX B

MAEP PROJECT MANAGEMENT OFFICE HOSTING AGREEMENT

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