



International Civil Aviation Organization

MID Region ATM Enhancement Programme Board

Second Meeting (MAEP Board/2)
(Cairo, Egypt, 11-13 April 2016)

Agenda Item 2: MAEP Establishment

**PROGRESS REPORT ON THE ESTABLISHMENT OF THE MID REGION ATM
ENHANCEMENT PROGRAMME (MAEP)**

(Presented by the Secretariat)

SUMMARY

This paper presents an update on the establishment of the MID Region ATM Enhancement Programme (MAEP).

Action by the meeting is at paragraph 3.

REFERENCES

- DGCA-MID/3 Report
- MAEP Board/1 Report
- MAEP SC/2 Report
- MIDANPIRG/15 Report
- MSG/4 Report

1. INTRODUCTION

1.1 The meeting may wish to recall that the Second meeting of the Directors General of Civil Aviation for Middle East Region (DGCA-MID/2) (Jeddah, Saudi Arabia, 20-22 May 2013), agreed in principle on the necessity for a MID Region ATM Enhancement Programme (MAEP) to be established within the framework of MIDANPIRG (under the ICAO umbrella). The DGCA MID/2 meeting, through DGCA Conclusion 2/4, 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.

1.2 The meeting may wish to note that a progress report related to the establishment of MAEP was provided to the DGCA-MID/3 meeting (Doha, Qatar, 27-29 April 2015) and MIDANPIRG/15 meeting (Bahrain, 8-11 June 2015).

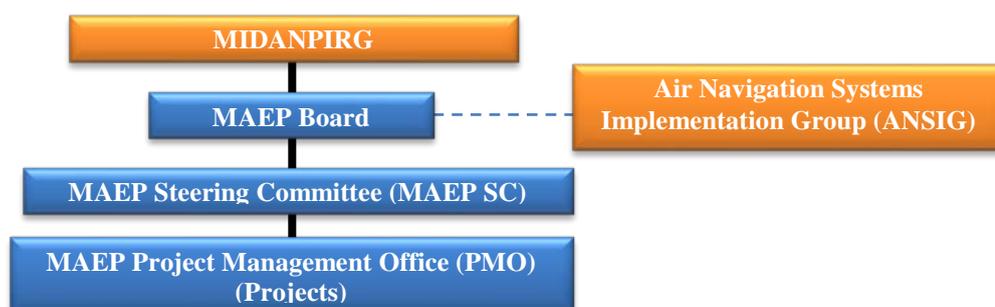
2. DISCUSSION

2.1 The final Scope and Strategic Objective of MAEP are 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.*

2.2 The agreed MAEP Organizational Structure is as follows:



- a) MAEP Board: composed of members from States;
- b) MAEP Steering Committee (MSC): composed of all stakeholders and co-chaired by States and Organizations; and
- c) MAEP Project Management Office (PMO): co-located in the ICAO MID Regional Office.

2.3 The meeting may wish to recall 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)

2.4 The DGCA-MID/3 meeting reviewed and endorsed the MAEP Memorandum of Agreement (MOA), which was consolidated by the Secretariat based on the inputs received from States. The meeting agreed that the MAEP MOA shall come into effect on the date it is signed by at least five (05) States. In this respect, the meeting urged States to join the Programme through the signature of the MAEP MOA.

2.5 Up to date, six (6) States (Egypt, Jordan, Kuwait, Lebanon, Sudan and UAE) signed the MAEP MOA. However, the ICAO MID Regional Office is coordinating the signature of additional States. It is to be highlighted that the majority of States are supporting the Programme in principal.

2.6 The MAEP MSA reflects the agreement between States and ICAO Technical Cooperation Bureau (TCB) regarding the management and other support services to be provided by or through ICAO. It is to be highlighted that States that have already signed an MSA with ICAO TCB, do not need to sign another MSA for MAEP.

2.7 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.

2.8 The MAEP MSA and ProDoc should be signed by each MAEP Member State with ICAO TCB, in order to establish MAEP as a TC project.

2.9 The meeting may wish to note that the formal process for the establishment of the Programme has been initiated and Draft MSA and ProDoc were developed by ICAO MID Office in coordination with the ICAO Legal Bureau and TCB, as at **Appendix A**.

2.10 The meeting may wish to note that UAE, gratefully, provided a cash contribution as a support to the Programme. Moreover, ICAO offered to cover the salaries of the MAEP PMO Manager for the first six months.

2.11 The DGCA-MID/3 meeting recalled that based on the outcome of the MAEP Board/1 meeting, the MAEP funding mechanism was endorsed by the MSG/4 meeting through MSG/4 Conclusion 4/7 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.*

2.12 It was agreed that in order to ensure the sustainability of the Programme, the running cost of the PMO should be covered through annual contribution from the Member States. It was also agreed that the funding of the projects/working packages should be addressed case-by-case by the MAEP SC for endorsement by the MAEP Board.

2.13 It is to be highlighted that the States have been divided in three groups based on the volume of traffic and the Gross Domestic Product per capita (GDP).

2.14 The DGCA-MID/3 meeting noted the concern raised by some States related to the payment of the MAEP annual contribution, and eventually the funding of the projects that will be implemented under the framework of MAEP. Accordingly, the meeting tasked the MAEP SC to explore

several options for the funding of MAEP and delegated the authority to the MAEP Board to agree on the appropriate funding mechanism.

2.15 Based on the above, the DGCA-MID/3 meeting agreed to the following Conclusion:

DGCA-MID/3 CONCLUSION 3/3 – MID REGION ATM ENHANCEMENT PROGRAMME FUNDING MECHANISM

That,

- a) the MID Region ATM Enhancement Programme (MAEP) Steering Committee be tasked to explore options for the funding of MAEP; and*
- b) the MAEP Board is delegated the authority to endorse the final funding mechanism for MAEP.*

2.16 The meeting may wish to recall that the MAEP SC/2 meeting agreed to defer the discussions on the funding of the MAEP projects to a later stage (MAEP Board, establishment of the MAEP PMO, development of business plans for the MAEP projects by the PMO Manager and MAEP SC, etc.).

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) encourage States to join MAEP through the signature of the MAEP MOA;
- b) review the draft MSA and MAEP ProDoc at **Appendix A**;
- c) review as deemed necessary the funding mechanism of the MAEP taking into consideration the number of States that joined the Programme; and
- d) agree on necessary measures to expedite the launch of the programme and the projects underneath.



Draft version 7

**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.*

Project Cost: US\$1,836,400

Participating States: Egypt, Jordan, Kuwait, Sudan and UAE

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 be co-located within the ICAO MID Regional Office, Cairo

Estimated Starting Date: **June 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 by	Signature	Name	Title	Date
State
ICAO

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PART A. INTRODUCTION

1. Background

1.1. The Second Meeting of the Directors General of Civil Aviation-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, 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. 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:

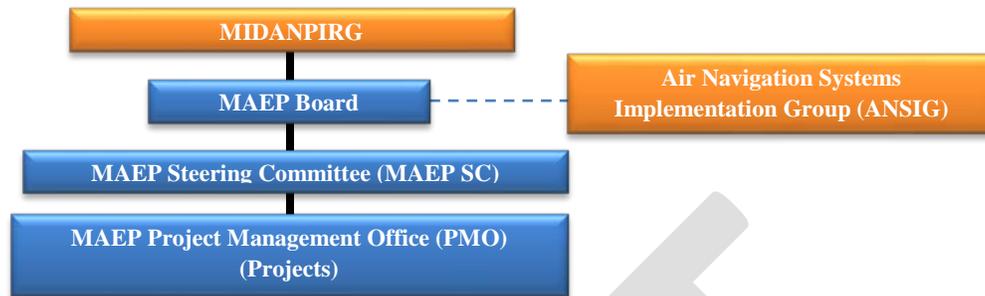
- a) Maximize Air Traffic Management performance in the MID Region through project management and within the time frame (2016-2028).
- b) Improve efficiency and increase capacity to safely accommodate air traffic growth.
- c) Support the implementation of air navigation projects in the MID Region in 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), agreed to the establishment of a dedicated forum for coordination and cooperation for the implementation of

projects 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:



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, signatories 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. The Terms of Reference of the MAEP Board are at **Appendix C1**.

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, 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. The MAEP SC meetings are organized 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.

3.14. The Terms of Reference of the MAEP SC are at **Appendix C2**.

MAEP Project Management Office (MAEP PMO)

3.15. 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.

3.16. 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 include the following:

- Responsible for the implementation of MAEP funded regional projects in accordance with the approved plans.
- Coordinates and supports the implementation of MAEP projects 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.

3.17. The MAEP PMO is co-located in the ICAO MID Regional Office, as described in Part D.

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 each MAEP projects 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 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 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 C2 .

2. OBJECTIVE 2

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

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
	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. States Inputs

1.1. Project Funding

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

1.1.2. The funding of the projects 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 undertaken through ICAO TCB, as well as project documents with ICAO, shall be executed and administered according to applicable ICAO procedures, policies and practices

1.2. Personnel

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

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 or conducting meetings, pursuant to this document.

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 PMO Manager, for the project period (72 months) in accordance with the Job Descriptions at **Appendix B**.

2.1.2. Additional experts and an Administrative Assistance/Secretary with computer skills and very good knowledge of English would be recruited with the advancement of the project, subject to the MAEP Board approval and in coordination with ICAO. The budget of the project will be amended accordingly.

2.2. Duty Travel

2.2.1. Payment of Daily Subsistence Allowance (DSA) for the MAEP PMO personnel 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.

2.5. Office

2.5.1. ICAO will provide an office (including electricity and internet) free of charges within the premises of the ICAO MID Regional Office, for the period of the Programme (72 months).

2.6. Equipment

2.6.1. Allocation of US\$15,300 of project funds, 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 every four years.

2.6.2. Allocation of US\$17,500 over 6 years for operation and maintenance of the above equipment and the cost of telephone and internet bills and any other miscellaneous expenses.

2.7. Miscellaneous

2.7.1. 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 Chairperson. It will recruit the International Expert, 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 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. Project Monitoring shall be accomplished through meetings of the Steering Committee. 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 six (6) year duration of the project is at **Appendix A**. 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.

DRAFT

Appendix A

PROJECT BUDGET

PROJECT BUDGET COVERING MSA CONTRIBUTION
(IN UNITED STATES DOLLARS)

COUNTRY: REGIONAL
PROJECT NO: RAB15801
PROJECT TITLE: MAEP

	TOTAL		2016		2017		2018		2019		2020		2021		2022	
	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
PROJECT PERSONNEL																
INTERNATIONAL PROFESSIONAL POSTS																
B500A 900136 / PROJECT MANAGEMENT OFFICE MANAGER	72.0	1 526 600	7.0	180 300	12.0	227 300	12.0	246 700	12.0	231 300	12.0	257 700	12.0	243 000	5.0	140 300
SUB-TOTAL (INTERNATIONAL PROFESSIONAL POSTS)	72.0	1 526 600	7.0	180 300	12.0	227 300	12.0	246 700	12.0	231 300	12.0	257 700	12.0	243 000	5.0	140 300
B814B LOCAL TRAVEL		23 100		3 300		3 300		3 300		3 300		3 300		3 300		3 300
B814A INTERNATIONAL TRAVEL		46 200		6 600		6 600		6 600		6 600		6 600		6 600		6 600
TOTAL (PROJECT PERSONNEL)		1 595 900		190 200		237 200		256 600		241 200		267 600		252 900		150 200
EQUIPMENT																
B751C OPERATION & MAINT. OF EQUIPMENT		17 500		2 500		2 500		2 500		2 500		2 500		2 500		2 500
B751D EXPENDABLE EQUIPMENT - LOCAL		15 300		6 500		500		500		500		6 500		500		300
TOTAL (EQUIPMENT)		32 800		9 000		3 000		3 000		3 000		9 000		3 000		2 800
MISCELLANEOUS																
B807M MISCELLANEOUS EXPENSES		40 800		5 000		6 000		6 500		6 100		6 900		6 400		3 900
B754A OVERHEAD CHARGES		166 900		20 400		24 600		26 600		25 000		28 400		26 200		15 700
TOTAL (MISCELLANEOUS)		207 700		25 400		30 600		33 100		31 100		35 300		32 600		19 600
PROJECT TOTAL		1 836 400		224 600		270 800		292 700		275 300		311 900		288 500		172 600

APPENDIX B - JOB DESCRIPTIONS



International Civil Aviation Organization Technical Cooperation Bureau – Job Description

POSITION INFORMATION

Generic Title:	Manager	Position Number (ID):	
Specific Title:	MAEP PMO Manager	Job Card:	
Project Number:	RAB/15/801	Post Number/Job Code:	
Duty Station:	Cairo, Egypt	CCOG code:	
Duration:	6 years	Starting Date:	

ORGANISATIONAL SETTING

Under the direction of the Director/Technical Cooperation Bureau, the Field Operations Section is responsible for the strategic planning, development, execution and evaluation of Projects in TCB. The Section assists with the identification of priority development requirements across civil aviation and with technical cooperation to recipient States. It carries out resource mobilization with multilateral and bilateral development partners and industry and develops regional and country specific technical cooperation programmes and projects. The Section executes these programmes and projects in accordance with the policies and contractual modalities of TCB.

The Manager of the MID Region ATM Enhancement Programme (MAEP) Project Management Office (PMO) will be developing business plans to the MAEP projects, recommended appropriate actions to the MAEP Steering Committee and monitoring the implementation of the projects.

MAJOR DUTIES AND RESPONSIBILITIES

Under the direction of the ICAO Middle East Regional Director and in cooperation with the MAEP Board Chairman, the national counterparts and other programme personnel:

- Work with ICAO and the participating States on creation of the MAEP Project Management Office (PMO) and commencement of operations, including establishment of office capability and processes.
- Monitor and supervise the implementation of MAEP funded regional projects in accordance with the approved plans
- Coordinate and support the implementation of MAEP projects at national level.
- Develop and amend business plans (deliverables, timeline, budget and concerned entities) for each project and recommends them to the Steering Committee.
- Develop Key Performance Indicators (KPIs) for tracking the implementation of the projects and to assess and measure the effectiveness of the programme.
- Submit progress reports for each project to the Steering Committee, as appropriate and when required.
- Identify and report projects risk to the MAEP SC and maintain a risk database.
- Perform frequent coordination at all levels with ICAO MID Regional Office, sub-regional groups, International Organizations and States on issues related to MAEP PMO operations.
- Foster positive relationships and cooperation among assigned staff, international experts, seconded officers and CAA officers.
- Identify, and develop programme resources.
- Report on a regular basis to the ICAO Middle East Regional Director, on the progress of the MAEP Projects to include:
 - a. Programme Status (Interim or Full Operational Capability, status of resources, budget, etc.);
 - b. accomplishments (since last report);
 - c. objectives for the next reporting period; and

- d. other (new requirements, concerns, issues, etc.)
- Perform other related duties as required.

QUALIFICATIONS AND EXPERIENCE

Educational background

Advanced university degree in business administration or public administration or equivalent management and business experience

Professional experience and knowledge

- At least 10 years operational experience (pilot or Air Traffic Controller) with a good understanding of instrument flight procedure design process. A working knowledge of the Ops Approval and Airspace Design processes is highly desirable.
- Knowledge in aeronautical data quality and trajectories' publication;
- At least 5 years aviation management experience.
- Knowledge of the ICAO GANP and ASBUs, as well as the Performance Based Navigation (PBN) concept, objectives and supporting ICAO provisions and guidance.
- Ability to work and coordinate with civil aviation officials at all levels, as well as industry, regional and sub-regional groups, to accomplish the goals of the Programme.
- Ability to successfully lead major projects under a team structure; Experience in team management with the ability to foster and maintain harmonious, positive working relationships in a multi-national environment.

Language Skills

Essential

- Fluent reading, writing and speaking abilities in English are essential.

Desirable

- A working knowledge of Arabic is an asset.

Competencies

- **Judgment/Decision-Making:** Demonstrated ability to take ownership of all responsibilities and commitments, to exercise a mature opinion, to recognize key issues and analyse relevant information, to formulate viable recommendations and make decisions.
- **Vision:** Identifies strategic issues, opportunities and risks.
- **Leadership:** Drives for change and improvement, does not accept the status quo, establishes and maintains relationships with a broad range of people to understand needs and gain support.
- **Managing Performance:** Monitor progress against milestones and deadlines.
- **Building Trust:** Operates with transparency, treats sensitive or confidential information appropriately.
- **Teamwork:** Ability to work with colleagues to achieve the project objectives and maintain harmonious working relations in a multinational environment.
- **Client Orientation:** Ability to establish and maintain partnerships with outside partners, to work and argue effectively in a system based on consensus and to successfully manage and resolve conflicts.
- **Communication:** Ability to write clearly and concisely and present oral reports.

REMUNERATION

APPENDIX C1

**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.

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APPENDIX C2

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 organized 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.*

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APPENDIX D

MAEP PROJECT MANAGEMENT OFFICE CO-LOCATION AGREEMENT

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