



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

PROPOSAL FOR A NEW STRUCTURE OF MAEP PMO

(Presented by the MAEP IPMO)

SUMMARY

This paper presents a proposal for the running of the MAEP Project Management Office (PMO) for the meeting consideration.

Action by the meeting is at paragraph 3.

REFERENCES

- MAEP MOA
- MAEP SC/2 Report

1. INTRODUCTION

1.1 The Second Meeting of the Directors General of Civil Aviation-Middle East (DGCA-MID/2) established MAEP through Conclusion 2/4 to provide the ICAO umbrella under which all Regional air navigation Projects would be implemented.

1.2 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 air navigation projects in the MID Region in a harmonized and collaborative manner in line with the MID Region Air Navigation Strategy and Global Air Navigation Plan (GANP), taking into consideration the users' requirements

2. DISCUSSION

Reasons for this Proposal

2.1 Under the current structure, MAEP is agreed to be executed as an ICAO Technical Cooperation Project, with a dedicated full-time Manager for the MAEP Project Management Office (PMO), recruited by ICAO TCB.

2.2 In order for ICAO TCB to start the recruitment process, the relevant Project Document (ProDoc) between ICAO TCB and each MAEP Member State needs to be signed. Moreover, the funds for the expenses of the first year of operations should be secured in advance. Although 6 States have signed MAEP Memorandum of Agreement (MAEP MOA) and hence the

Programme is operational, the process has not yet started pending execution of the above pre-requisites.

2.3 The MAEP Interim PMO (IPMO), during its last meeting held on 26 January 2016, discussed the issue and highlighted the following challenges:

- a) According to the current structure, the PMO Manager is responsible to manage all MAEP Projects. As a result, the PMO Manager will need to have project management experience and knowledge of all aspects related to airspace management (such as airspace planning, telecommunication, CNS, air traffic control, air traffic management, aeronautical information services, procedure design, PBN, etc...). Finding someone with this set of knowledge and skills is highly improbable.
- b) Even if a person matching the above job description was found, a fair remuneration for that person will be extremely high. In that regards, and although ICAO has kindly offered to support the salaries of the PMO Manager for the first 6 months, and UAE has also provided an in-kind contribution to the Programme, it is expected that those contributions will not cover the cost of operations for the first year of the PMO Manager. This will result in further delays to launch the Programme pending arranging the required funding. In addition, funding requirement for the PMO may limit States' participation in the Programme and hence create further delays.
- c) Taking into consideration that each MAEP Project will be executed as a standalone project (its own institutional framework, ProDoc, etc.), States will be required to fund the PMO on one hand, and the Projects they choose to participate in on the other, which will create further resistance for States to join the Programme due to funding constraints. On this point, the IPMO expects that States will be willing to fund MAEP Projects they participate in as those Projects bring Direct tangible benefits to those States' infrastructure; however States will be hesitant to fund the PMO as the Office will not provide a Direct benefit to the concerned States' infrastructure.

Proposal and Benefits of Suggested Structure

2.4 The IPMO proposes to the MAEP Board the following:

- a) Implementing the Programme as a Collaboration Programme under ICAO umbrella governed by the MAEP MOA, with no need for the recruitment of a full salaried manager by ICAO TCB.
- b) The PMO to be composed of:
 - MAEP Steering Committee Co-Chairpersons; and
 - Dedicated representatives/experts assigned by AACO, ACAC, CANSO, IATA and ICAO.
- c) Running the PMO activities will be an in-kind contribution from the above States/Organizations as each entity will absorb the expenses associated with performing PMO's duties.
- d) Arrangements between ICAO and the above entities to ensure commitment to the duties of the PMO, through a memorandum of understanding or service agreement, etc., can be discussed if needed.

- e) Taking into consideration that each project will have its own Project Coordinator, it is proposed to amend the duties of the PMO from project management/implementation to projects' monitoring and coordination. The suggested Terms of Reference of the PMO including the proposed duties are at **Appendix A**.
- f) The above will require the amendment of the MAEP MOA, including the MAEP Board and MAEP SC Terms of Reference and the MAEP funding mechanism.

2.5 Moving away the funding constraints of the PMO, as funding will be required at Project level rather than at both Programme and Project levels, will encourage States to join MAEP through the signature of the MAEP MOA. This will further ensure the commitment of the States to the Programme.

2.6 With a view to ensure harmonization and effective supervision and governing of the programme and its projects it is proposed that each State willing to participate in a MAEP project to join first the MAEP Board. This will ensure that all the MAEP Projects' Participating States are represented in the Board which will enable them to participate in the decisions affecting the Programme.

3. ACTION BY THE MEETING

3.1 The meeting is invited to discuss the proposal presented in the paper and agree on necessary measures to expedite the establishment of the MAEP PMO.

APPENDIX A

MAEP Project Management Office Terms of Reference

A) Purpose & Duties of the PMO:

The MAEP Project Management Office (PMO) is established to follow up on the implementation of different MAEP Projects, monitor their development, and ensure coordination between those Projects.

In order to achieve its purpose, MAEP PMO shall:

1. Elect a rapporteur for a renewable cycle of two years.
2. Monitor and coordinate the implementation of MAEP Regional Projects in accordance with the approved plans by MAEP Board.
3. Assess the feasibility of proposed new MAEP Projects.
4. Support the development and amendment of business plans (deliverables, timeline, budget and concerned entities) for each Project and recommends them to the Steering Committee.
5. Develop Key Performance Indicators (KPIs) for tracking the implementation of the Projects in order to assess and measure the effectiveness of the Programme.
6. Identify and report risks of the Projects and the Programme in general to the MAEP SC and maintain a risk database.
7. Perform frequent coordination at all levels with States and stakeholders when needed.
8. Identify and develop Programme resources.
9. Submit progress reports on the Programme status and on each Project to the Steering Committee, as appropriate and when required. Reports on MAEP Projects to include:
 - a. accomplishments (since last report)
 - b. objectives for the next reporting period
 - c. Recommendations if any.
 - d. Other (new requirements, concerns, issues, etc.)

B) Composition & Reporting:

The PMO works under the direction of MAEP Board, and reports directly into the MAEP Steering Committee.

The PMO is composed of:

- a) Co-Chairpersons of MAEP Steering Committee;
- b) assigned representatives from AACO, ACAC, CANSO, IATA and ICAO; and
- c) Other representatives/experts from States and industry may be invited on ad-hoc basis, as required.