



Master Plan

MEMAC Programme Management Plan (PMP)

Implementation Strategy

And

The Contingency Plan Committee (CP)

Committee Terms of Reference (ToR)

(Committees Mandate and Members Selection Criteria)

Contents

Overview:	1
The Implementation Approach	3
Overall Implementation Enhancing Approach	3
MEMAC Programme Management System Build-Up:	3
MEMAC Official System:	3
New Integrated Management System Approach:	4
Side Consultant (SC) System:	6
The Execution Approach:	7
Execution Elements:	7
Technical Management:	8
Cross-Cutting	
Reporting and Monitoring:	9
State-Specific	
The Execution Roadmap:	9
General Overview	9
Activities Description:	10
Annex 1: The Outcome of A Preliminary Study to Link All MEMAC Programmes Together:	12
The Contingency Plan Committee (CP):	19
Definition:	19
Membership:	20
Mandate and Responsibilities:	20
Chairing:	21
Frequency and Records of the Meetings:	21
Reporting:	21
Quorum:	21

Overview:

ROPME Council has adopted a set of Decisions in the form of activities, programmes, and projects to be implemented in 2014/2015 where a preliminary study (Annex 1) linked all these activities together under one Programme management plan (PMP) as they are linked to each other in their nature. The PMP allows MEMAC to work with different activities with great focus and to maximize the use of different resources.

Throughout the analysis of the implementation rate of different activities, it has shown that MEMAC encounters different challenges in the execution process; such difficulties should be relieved before any improvement is notable. We summarise the challenges encountered by MEMAC's activity execution as follows:

1. The analysis showed that, in order to achieve the best implementation rate, a process of enforcing the National Focal Points is needed.
2. The National Focal Points are mostly from the environmental regulators within the Member States, while most of the MEMAC activities are within the mandate of different organizations within the Member States, such as the maritime authorities or the oil and gas sectors. Such a situation requires that MEMAC, as well as the National Focal Points, should create more communication channels and work directly with the activities' own organization within the Member States.
3. Many of MEMAC activities require legislation arrangements within the Member States where such requirement needs to be followed to expedite the issuance of such legislation.
4. MEMAC encounters a lack of enough capable staff to manage different activities and to work with the Member States to facilitate the implementation process, which means that a new approach to activity and Programme management is much needed.

This document will propose an activity Programme management implementation strategy that will deal with the above-mentioned challenges and, at the same time, will introduce the concept of integrated Programme management within MEMAC's management system.

The Implementation Approach

Overall Implementation Enhancing Approach

We introduce the integrated management approach, which will enforce different elements of the implementation process such as MEMAC's official system, Member States' commitment and ownership, MEMAC – Member States interaction process, implementation and execution monitoring, and the quality measures.

In this approach, we will introduce the model of appointing a Client's Side Consultant (CSC) to enforce MEMAC internal Programme Management System whenever is needed to ensure the best effective process in serving the Member States.

MEMAC Programme Management System Build Up:

In this section, we will present the current Programme management system within MEMAC, which includes how MEMAC currently interacts with the Member States, at the same time we will show how the current system can be modified to comply with the integrated management system approach which we are proposing.

MEMAC Official System:

Currently MEMAC is managing its programmes without adopting a unified approach; sometimes the work is organized with Committees and sometimes it works with the programme topics directly; such Committees and topics currently include:

- Oil Spill
- Chemical and Hazardous Materials
- Radioactive Emergency and Response
- Establishment of the Marine Emergency Response and Salvage Co-ordination Unit (MERCUS) System
- MARPOL Convention and the Reception Facilities
- Regional Maritime Contingency Planning
- Maritime Master Planning
- Some other issues that are classified within MEMAC system as small or sub-programmes (Port State Control, Periodical Reports on Marine Emergencies, the Marine Search and Rescue).

Almost all the above committees and topics are currently monitored and sponsored by a different regional group, established by MEMAC, such as the Oil Spill Response Officers (OSRO), the Regional Radiation Response Officers (RRO),etc. All these committees represent currently the main interaction system between MEMAC and the Member States. It is worth to mention that these committees meet on annual basis and sometimes twice a year or once every two years. This interaction should be strengthened much more as the present system clearly represents a major reason for the implementation delay and also leads to less commitment from the Member States on the agreed on programmes. Figure 1 shows the current programme management approach within MEMAC, which clearly puts more pressure on MEMAC's shoulder than what it should be. The shared responsibilities approach should be established between MEMAC and the Member States; MEMAC should act as a secretariat to look after and monitor the execution process, where the execution process itself should be a shared risk and responsibility process and it should be conducted side by side the global practices which are adopted by other MEMAC-like organizations around the world.

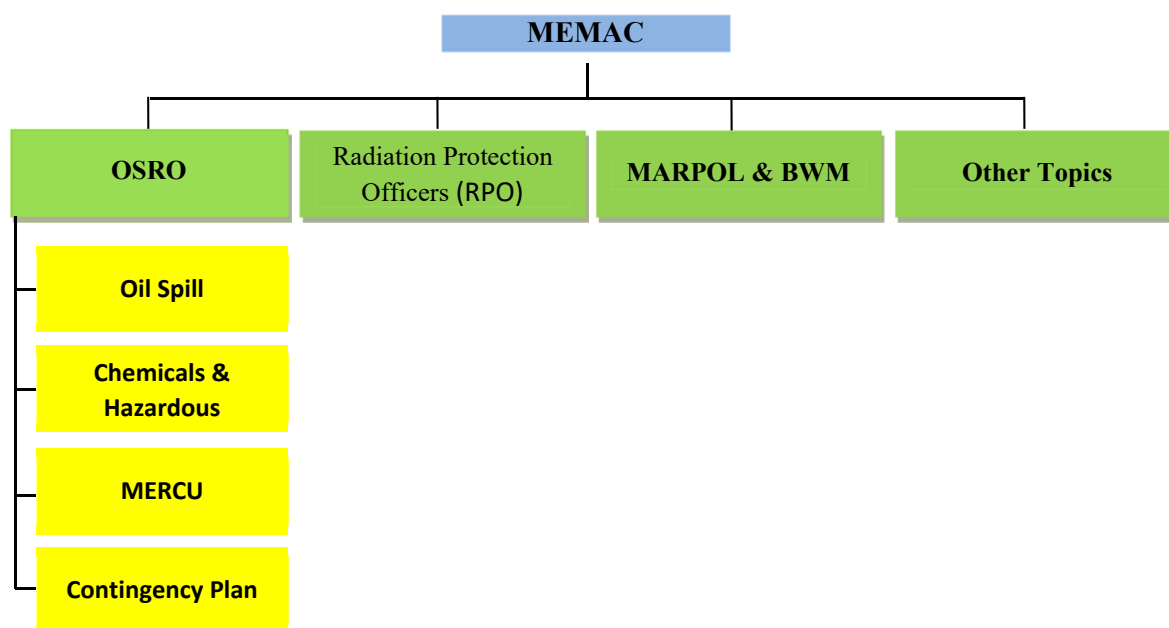


Figure 1: MEMAC's current project management approach

New Integrated Management System Approach:

Adopting a shared risk and responsibility approach between MEMAC and the Member States is a very important factor in ensuring the successful implementation of different MEMAC programmes; such an approach needs to adopt a unified model of classification for different activities and to be in line with the best available management practices. The new approach is

to classify the Programme topics classification, where identification for the main topics is to be conducted, then linking all the relative subtopics to the main Programme topic. A preliminary study (Annex 1) has shown the classification, which could be as follows:

1. Establishment of the Marine Emergency Response and Salvage Co-ordination Unit (MERCUS)System
2. Maritime Master Plan (MMP)
3. Contingency Plan (CP)
4. Radiation Protection (RP)
5. Compliance and Monitoring (Conventions, Protocols and Programmes)

The integrated management approach needs to form regional committees to reflect the above classifications, where such topic-specific committees need to be well structured either by their mandates and/or the members' selection criteria. At the same time, a system of regional overseeing and monitoring for the topic specific committees need to be established. The best practice in this regard is to establish a Regional Strategic Advisory Committee (RSAC) that would be represented by high level decision-makers from the Member States. The new MEMAC integrated management system will be structured on a two-fold approach: fold one is the RSAC and the topic specific committees while fold two will be MEMAC's internal management system which will include the side consultant/s whenever needed and an internal project steering committee. See Figure 2.

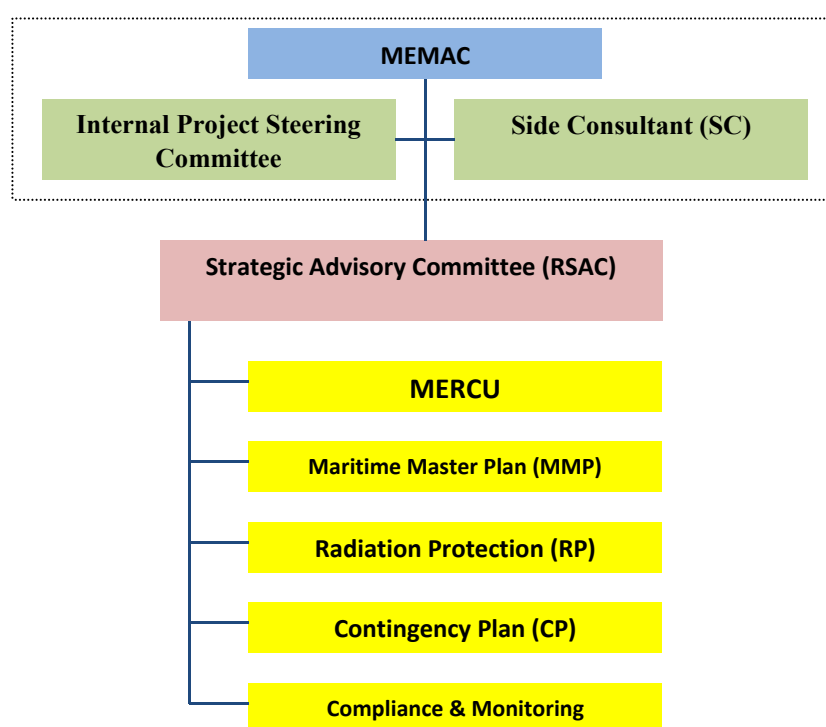


Figure 2: New MEMAC Integrated Management Approach

A detailed description (mandate and members selection criteria) for different elements on Figure 2 will be given in ANNEX 2.

Side Consultant (SC) System:

Figure 3 shows that the side consultant (SC) will be embedded within MEMAC's internal management system whenever the committees and the Member States need to facilitate different programmes.

The specific mandate of the SC will be as follows:

- I. Enhance the project management and increase the implementation rates by adopting a solid implementation plan
- II. Reduce the project execution cost
- III. Increase the quality of the project implementation plans
- IV. Ensure the involvement of the best available experts in MEMAC activities
- V. Encourage the adaptation of the best available practices within MEMAC projects
- VI. Support all MEMAC's official committees and teams

Based on MEMAC's Programme classification mentioned in 2.2.2, the SC will establish a technical support structure that will act as an SC's technical system. A dedicated expert on each programme will be appointed to further enhance the outcome and the quality of any programme deliverable. See Annex 3 for the job description of different experts.

Establishing a capable internal management system for MEMAC needs to take care of a very important element showed to be an effective factor on the low implementation rate of different programmes; which means the full understanding of the internal national situation and configurations within the Member States. Such factor caused a tremendous delay and created many obstacles on any programme implementation within the Member States. The SC should strengthen the technical system by choosing programme facilitators from the Member States as needed for any single programme. Such facilitators will act as catalysts within their countries to support the implementation process from both ends of the cycle (planning and execution phases). It is anticipated that a real additional value will be added to any programme implementation plan considering both the National and the Regional circumstances of the programme and also, to consider the needed management configuration at the National level within the Member States. Annex 4 includes a detailed description for the needed facilitators.

The Execution Approach:

This section describes in more details the different components of the process and how the execution phase will be managed and monitored. In such approach, values, like harmonization and focus, should be always maintained over different stages of the execution process.

Execution Elements:

An integrated Execution approach will be developed that will use both the coordination and coherence with harmonization as a major axis for this process with the support of the secretariat or the SC's technical management through the solid formation and design of the implementation plans that will guide the work of the Regional committees. The execution process will be driven towards the full implementation of PMP. See Figure 3.

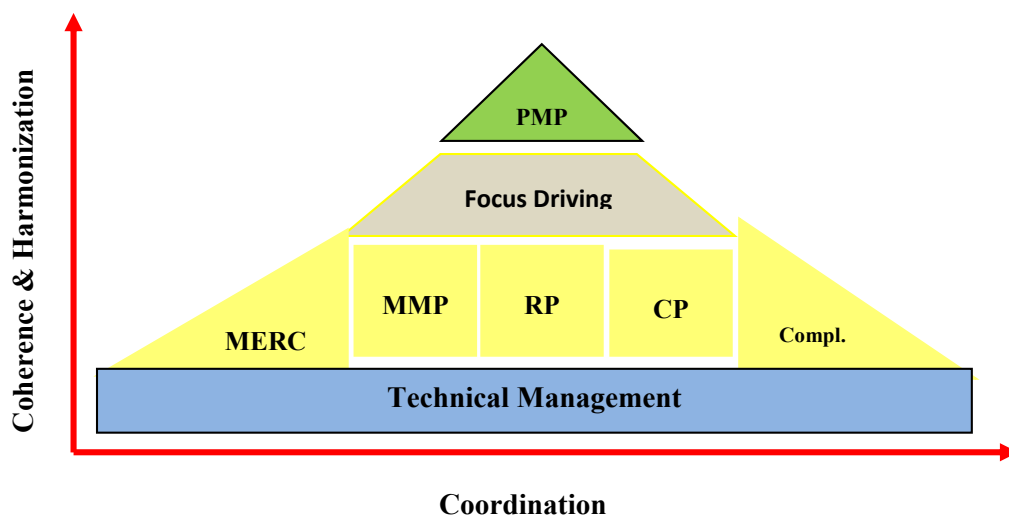


Figure 3: The Execution Approach

More details will be given in the following sub-sections, the different elements of the execution process, which are the cornerstone for the successful execution of Programme.

Technical Management:

Designing solid implementation plans and choosing capable experts representing the foundation of the process should work closely with MEMAC to guide the work of different Regional Committees using a strong technical management and monitoring team.

The harmonization and the focus will be practiced through the creation of the implementation plans where the concept of the full integrated picture, that contains different programmes, should be maintained to ensure reaching the stage of full implementation and execution of the whole PMP without any delay for any of the programmes. Figure 4 shows the technical management model that should be applied to any single Regional Committee to ensure meeting the following important quality criteria:

- Quality assured outcomes
- Result-based implementation plans
- Focus and control of the whole process



Figure 4: Technical Management Model

Cross – Cutting Coordination:

The coordination process should be managed in a way that brings full harmonization and focus between the different Regional Committees. The cross – cutting issues and topics should be reflected back on the implementation plans and within the working plans of the committees.

The management and monitoring team should review all the documents and meeting reports to ensure the reverse feedback of the implementation plans.

Reporting and Monitoring:

A solid reporting system needs to be established to support the monitoring process of the implementation and execution of different programmes and to control the work of the Regional Committees. MEMAC secretariat should design such reporting system to ensure full awareness of the progress made in different committees, and to inform the committees' chairs about the implementation progress within their committees.

Establishing agreed high-level performance indicators will ensure the involvement of different stakeholders on the process, where such indicators to be adopted internally within MEMAC and circulated to different Regional Committees through the management and monitoring team.

State-Specific Obstacles Solving Interventions:

This is the most important element that needs to be carefully maintained throughout the implementation process, where any issue which may be raised 'mostly' means a state-specific issue that needs to be dealt with closely. Utilizing the National facilitators to better understand the situation and manage the response to such issues, where as much as the situation is understood means a better implementation rate for any Programme.

The Execution Roadmap:

General Overview

It is clear at this stage that the three main elements of the execution roadmap should be the following:

- Element 1:** The official establishment and activation of the Regional Committees as mentioned in sub-section 2.2.2.
- Element 2:** Appointing the National facilitators to support the Regional Committees' work
- Element 3:** Revising and Finalizing the first draft of the work plans for the Regional Committees.

Due to the urgency of initiating the implementation phase of different programmes mentioned within the PMP document, a time frame should be set to finalize all the preparatory activities to launch the execution phase, see Table 1, for the proposed time schedule.

Activities Description:

In this section, we will state the list of activities that need to be accomplished within every element in more detail. Such a description is very useful in order to keep this phase “under control” and within the agreed time frame. Table 1 includes a description of all the activities.

No.	Name	Description of Activities
Element 1	The official establishment and activation of the Regional Committees as mentioned in sub-section 2.2.2.	<ul style="list-style-type: none"> • Agreement on the procedures of initiating every Regional Committee • Finalizing the member nomination and agreement on the kick-off meeting • Agreement on the contents of the kick-off meeting presentation • Preparation of the documents of the first meeting
Element 2	Finalizing the shortlist of possible National Facilitators	<ul style="list-style-type: none"> • Providing a shortlist of the possible nominees • Agreement on the area in which a national facilitator is needed • Agreement on the service contract format with different nominees
Element 3	Finalizing the first draft of the work plans for the Regional Committees	<ul style="list-style-type: none"> • Designing an implementation plan for different programmes that fall within the Committee’s mandate • Design a work plan for the Committee’s work to cover the Committee’s agreed mandate

Due to the high importance of element 2, special consideration should be given to the procedure of establishing the Regional Committees. A prioritization criteria need to be designed carefully with the following considerations:

- The importance and the urgency of the topic of the committee from the environmental and political points of view on both the Regional and International levels.
- As the Committees’ work is related to each other, the importance is given to the committee’s work on sustaining and supporting the work of each other.

- The readiness of the committee work plan and the implementation plans of the programmes should be within the committee's mandate.
- Those committees that deal with a topic which has historical difficulties need to be initiated later.

Annex 1: The Outcome of A preliminary Study to Link All MEMAC Programmes Together:

Project Code	Name	Background	Objectives	Outcomes	P	Requested Intervention	Intervention Description
1	Regional Contingency Planning	As the Regional Contingency Plan is essential, a comprehensive plan that includes all the elements of emergency should be established and coordinated among the Member States	<ol style="list-style-type: none"> 1. To Strengthen and Harmonize coordination and communication among the Member States 2. To establish a response protocol for all types of marine emergencies and incidents 3. To assist the Member States in establishing the National Contingency Plan 4. To assist in creation of a database of all hazardous substances that may be transported within the ROPME Sea Area 5. To establish a map for the sensitive areas within RSA with the degree of sensitivity 6. To define the Region's Places of Refuge 7. To utilize the use of the recent technology on crisis and emergency 	<p>Establish a communication protocol among the response officers</p> <p>Adopt response guidelines by modifying the manual, based on the Emergency Type and the Hazardous material categories</p> <p>Revise the RSA Regional Contingency Plan based on the National Contingency Plans of the Member States</p> <p>Announce the RSA Places of Refuge</p> <p>Launch a Database of Hazardous Substances and suitable methods of response</p> <p>Establish an on-line website for different emergency and crisis management technologies and tools.</p>	1	Team of Experts	<ul style="list-style-type: none"> • to design a technical cooperation program to support the national and regional capacity building in the Region and the Member States as well. • 2 experts are requested to assess the situation in the Region and the Member States regarding the project defined objectives through performing regional and national surveys to determine the needed technical support from MEMAC for the programme subject. • MEMAC should support the Member States on a country specific technical cooperation program in the field of contingency planning. Such program should be established, basing on an agreed action plan and pre-defined resources needed. • MEMAC should provide all the previous related documents and the actions taken on this subject. • Also, MEMAC expecting the 2 experts to provide a method to utilize the support of relevant International organizations and conventions on meeting the project outcomes.

			management (Trajectory Models, aerial satellites, ...etc.)				
2	Implementation of Regional Guidelines for Pollution Damage Assessment and Regional Manual for Compensation Claims	The RSA is very vulnerable to different marine accidents. Past incidents have shown that capacity building on the area of damage assessment and evidence - based incidents evaluation and assessment is needed.	<p>To enhance the knowledge of the Region's experts on the area of accident assessments and evaluation</p> <p>To make the concerned experts and staff fully aware of the procedures of evidence collection and sampling</p> <p>To build the capacity on the area of claims preparation on compliance with different organizations' forms (IMO, IOPC fund, ITOFF, P&I Club, ...etc.)</p> <p>To help in building the Regional capacity on periodical marine emergency reports.</p>	<p>Establish a damage and incident assessment and evaluation manual</p> <p>Identify and qualify regional evidence collection and sampling experts and centers for damage assessment</p> <p>Enhance MEMAC's ability to handle different types of claims within RSA</p> <p>Set up a regional training program on generating and writing periodical reports on marine emergencies</p>	2	1 Expert	<ul style="list-style-type: none"> After some serious previous incidents within the Region, MEMAC figured out that a regional manual on the field of the pollution damage assessment and compensation claims is needed at this stage. MEMAC has developed a simple draft of regional guidelines but that draft still needs a lot of improvements and enhancement of the document suitability for the Region and the Member States An expert is needed to conduct such process and to perform a short regional training program through a regional workshop, and to design a communication protocol within MEMAC to perform such task in the future
3	Establishment of the Marine Emergency Response and Salvage Co-ordination Unit (MERCU) System	The Regional Marine Emergency and response capabilities should be enhanced by adopting the principle of the Polluter Pays. A Regional Unit to be Established and Maritime Emergency	<p>To define MERCU role and the necessary tools needed, considering the existing available tools (AIS, regional maritime casualty database</p> <p>To support the Member States in addressing MERCU on their national legislation</p>	<p>Recommend the Member States to address MERCU in the national legislation</p> <p>Set up a Regional Tariff calculation mechanism</p> <p>Request for bid (RFB) document on establishing MERC</p>	1	Team of Experts	<p>Implementation Strategy:</p> <p>The Regional Committee should have its internal strategy to implement this project. Such strategy should meet the following criteria:</p> <ul style="list-style-type: none"> To execute and implement the Decisions directly To deal directly with the marine agents within the Member States, and for doing this a contact list for these agents should be

		Response Centers on pre-identified areas will enhance the regional ability in this area and will increase the response efficiency	<p>To implement the Regional Service Charge tariff, based on the Polluter Pays principle</p> <p>To generate the project concept document for the MERC which includes the ToR and the financial and human resources needed for each center</p> <p>To support OSRO in generating the ToR for the Companies' Pre-qualification</p> <p>To establish an implementation mechanism, considering the local nominated responsible authority as the cornerstone for the implementation</p> <p>To generate the ToR for the Regional fund located at MEMAC Emergency Fund.</p>	<p>ToR and mechanism for companies' pre-qualification</p> <p>Agree on arrangements for the regional fund at MEMAC</p> <p>Implement a monitoring and follow-up mechanism for establishing MERC</p>		<p>requested officially by the National Focal Points in the Member States</p> <ul style="list-style-type: none"> The first ready location to start will be the first to operate The contract (or MOU) with the local agents should be ready to be applied upon starting, and also the main local agent should be identified and the MOU should be ready. <p>The experts is needed to conduct the following tasks:</p> <ul style="list-style-type: none"> To recommend the operating companies pre-qualification ToR To enhance the MEMAC fund mechanism proposal which is mentioned within the project concept note To Recommend an approach to assist the Member States, addressing MERCU within their legislation To recommend the MEMAC internal mechanism to monitor and quality, assuring of the operational phase of MERCU project To present the implementation strategy within a regional meeting along with the Action Plan to conduct the above mentioned tasks.
4	Port State Control	Giving the importance of verifying the existence of a capable Regional Port State Control (PSC) and considering the past experience in this regard, MEMAC initiated the	<p>To establish a mechanism to strengthen co-operation with the Member States' PSC to enforce the necessary measures to provide sanctions in case of non-compliance with the marine environment</p> <p>To propose unified Regional Guidelines to strengthen the regional</p>	<p>Set up:</p> <ol style="list-style-type: none"> A co-operation Guideline Mechanism with the Riyadh PSC MOU Regional guidelines for PSC A Regional mechanism for enforcement to provide sanctions 		

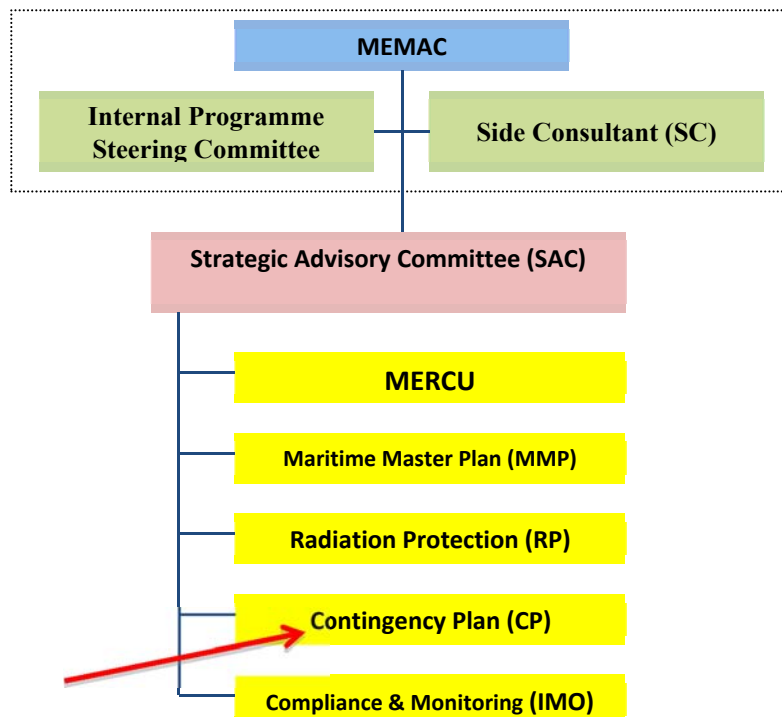
		recommendation on establishing a close liaison mechanism with the Member States PSC.	compliance, monitoring and enforcement systems To enhance liaison between the PSC and the Member States.	4. A Regional Liaison protocol between PSC and the Member States			
5	Periodical Reports on Marine Emergencies	Inserted within 2 above					
6	Implementation of MARPOL 73/78 Convention and the Establishment of Reception and Treatment Facilities in the Region	The Implementation of MARPOL 73/78 Convention has become of top priority, especially after the announcement of RSA as a Special Sea Area. MEMAC in its capacity as a Regional Emergency and Response Organization has adopted the task of capacity building in the Region to increase the Region's readiness to fully implementation of MARPOL 73/78 Convention.	<p>1. To facilitate the implementation of the Convention requirements such as:</p> <ul style="list-style-type: none"> the establishment of Reception Facilities the implementation of the Regional Action Plan for the Presentation of and Response to Marine Pollution from Ships in RSA (MARPOL) the accommodation of the Convention's requirements within the National legislation of the Member States To study the impact of the air emissions on RSA 	<p>The adoption of the Member States for one of the current available options of the Reception Facilities</p> <p>A directive to be inserted by the Member States within their national legislation</p> <p>Establishment of a Regional monitoring and enforcement system</p> <p>A strategy for the Region's representation within the IMO meetings and Committees</p> <p>A work-plan for the Regional Steering Committee</p>	1		<ul style="list-style-type: none"> To recommend a Regional directive to implement MARPOL 73/78 Convention To suggest a roadmap to implement the Regional directive which would be established by analyzing the current implementation status

			<p>2. To establish a regional monitoring, enforcement, surveillance system</p> <p>3. To encourage and facilitate the Member States' representation in the IMO meetings.</p>				
7	International Convention on Ballast Water Management (BWM)	The BWM Convention's implementation requires the Member States to prepare the needed infrastructure for such initiative. MEMAC should assist the Member States' readiness and to provide solutions and support options to the Region; such support may include preparing and qualifying assessment and analysis tools and infrastructure such as Legislative and Technical assistance.	<p>To provide the possible options of ballast water reception facilities</p> <p>To help the Member States in establishing the National organizational structures for implementing the BWM Convention</p> <p>To provide the Member States and the Region with the available options of establishing the needed laboratories</p> <p>To design a capacity building program on BWM Convention implementation</p> <p>To establish a roadmap for the Member States' accession to the Convention</p>	<p>National arrangements for applying the BWM Convention such as decision on the reception facility option and forming national structure for applying the Convention</p> <p>Agreed program on qualifying national and Regional laboratories</p> <p>Implementation of a Regional program on capacity building</p> <p>Agreed roadmap on the Member States' accession to the Convention</p>	2	1 Expert	<p>The expert could conduct the following tasks:</p> <ul style="list-style-type: none"> To analyze the current readiness of the Member States to access the Convention according to the Convention requirements To recommend a country-specific roadmap to assist the Member States' accession to the Convention
8	The Marine Search and Rescue (SAR)	The Search and Rescue mission to save human life is a very important mission whenever a marine incident occurs. It is noted that this	To establish a Regional Coordination mechanism for Maritime Search and Rescue through the Regional Search and Rescue Coordination Centers (RMRCC).	<p>Adopt Regional Search and Rescue MOU</p> <p>Establish a communication mechanism among the</p>	2	1 Expert	<p>The expert is needed to conduct the following tasks:</p> <ul style="list-style-type: none"> To analyze the findings of the section of Search and Rescue which would be

		responsibility within the Region needs more coordination. Qatar and I.R Iran offered to conduct jointly the coordination of the needed Regional SAR Coordination Centers.		Member States and the assigned centre.			<p>achieved through the status report that will be generated by programme 1 above</p> <ul style="list-style-type: none"> To recommend a Regional Search and Rescue mechanism, based on the findings mentioned above.
9	The Maritime Master Plan	The Regional Maritime Master plan has been adopted for the Region. Such Master Plan generated a set of actions to be conducted within the next two years. A close monitoring for the Regional Maritime Master Plan is crucial to ensure complete implementation of the plan.	<p>To properly design an implementation plan for the Regional Maritime Master Plan</p> <p>To establish an implementation monitoring system that ensures the full involvement and awareness of different stakeholders and decision-makers on the process of implementation</p> <p>To establish the needed Regional boards and national committees and bodies to implement the Master Plan.</p>	<p>The announcement of the implementation plan for the Regional Maritime Master Plan</p> <p>Member States to adopt the Regional Guidelines and procedures within their National legislation and strategies</p> <p>A template for the National Maritime Master Plan with a road map for each Member State</p> <p>Mandates for different regional boards and national committees.</p>	1	Team of Experts	<p>A team of experts to conduct the following tasks:</p> <ul style="list-style-type: none"> To update the information and data provided on the current version of the Regional Maritime Master Plan (published in 2008) To follow up the implementation plan To design MEMAC fund mechanism to finance the implementation of the Master Plan.
10	Marine Environment High Risk Areas (MEHRAs)	Inserted within 1 above					
11	Development of an Action Plan for Response to Radiological and Nuclear	MEMAC, in its efforts to establish an effective monitoring and controlling system for the marine	To establish an early warning monitoring and detection network	Launching the Regional Early Warning Network for the detection of Radioactive and Nuclear Emergencies	1	Team of Experts	MEMAC would like to establish a team of experts to conduct the following tasks:

	<p>Emergencies in the ROPME Sea Area</p>	<p>transportation for the radioactive materials and the transportation related to nuclear emergencies, has initiated this project to encourage the Member States to coordinate their efforts in this respect.</p>	<p>To enhance the Regional response for the radioactive and nuclear emergencies</p> <p>To establish Regional guidelines for the transfer of the radioactive materials among the Member States</p> <p>To study the impact of radioactive and nuclear incidents on water desalination plants</p> <p>To utilize the use of the recent technologies and tools for modeling and trajectories of radioactive and nuclear incidents.</p>	<p>Conduct a Regional exercise to evaluate the Regional level of preparedness</p> <p>Utilizing the potential impact of the radiation and nuclear emergencies on the decision-making process of the need to install an early warning network on desalination plants</p> <p>Adopting Modeling and Trajectory tools.</p>		<ul style="list-style-type: none"> • To design and conduct a Regional Exercise to evaluate the regional level of preparedness. An assessment report is expected for such exercise • To conduct a Regional radiation impact study on the need to install early warning radiation detection stations on desalination plants • To recommend a Trajectory Model and an assessment tool to predict radiological hazards.
--	--	---	---	---	--	--

The Contingency Plan Committee (CP):



Definition:

This is a Regional Committee which should undertake the full task of implementing the contingency plan (CP) Programme. Such a committee should ensure the successful implementation of this project and act on whatever issue may be raised during the execution phase. This committee should support the full achievement of the CP programme's agreed objectives as the following:

1. To Strengthen and Harmonize coordination and communication among the Member States
2. To establish a response protocol for all types of marine emergencies and incidents
3. To assist the Member States in establishing the National Contingency Plan
4. To assist in the creation of a database of all hazardous substances that may be transported within the ROPME Sea Area
5. To establish a map for the sensitive areas within RSA with the degree of sensitivity
6. To define the Regions' Places of Refuge

7. To utilize the use of the recent technology on crisis and emergency management (Trajectory Models, aerial satellites ...etc.)
8. To frequently update the Regional Oil and Hazardous Contingency Plan and to carry out the Regional exercise.

The expected outcomes are:

- Establish a communication protocol among the response officers
- Adopt response guidelines by modifying the manual, based on the Emergency Type and the Hazardous material categories
- Revise the RSA Regional Contingency Plan based on the National Contingency Plans of the Member States
- Announce the RSA Places of Refuge
- Launch a Database of Hazardous Substances and suitable methods of response
- Establish an online website for different emergency and crisis management technologies and tools.

Membership:

The committee will be structured as follows:

- A representative from each Member State. Such a representative should be a state's nominated decision-maker from the National Emergency Response Organization (full membership)
- MEMAC's subject-specific expert (observer)

Mandate and Responsibilities:

1. Carry out the process of the Regional Action Plan for Response to Oil and Hazardous Emergencies.
2. Monitor the implementation of CP project within the Member States, providing the necessary support to ensure full implementation of the programme
3. Provide solution/s for any implementation related issues that may be raised
4. Report on the programmes progress to the RSAC and other related Committees.

Chairing:

The chairing term of this committee is one year, and the chair should be selected by the committee members every year with considering the rule of not to select the same chair (or state) for two consecutive terms.

Frequency and Records of the Meetings:

The meetings of this committee should be conducted every 6 months. All the committee's reports and agendas should be made available to the members through MEMAC's website.

Reporting:

- A semi-annual report should be submitted to SAC.
- The reports of different meetings to be submitted to MEMAC's director, and if any feedback is requested from MEMAC's director, the answer should be given to the committee not later than the next scheduled meeting
- The chair should attend ROPME Council Meetings (if requested) to answer or defend any comment from the Member States during the Council meetings.

Quorum:

The recommendations of the committee should be adopted based on consensus principle and prior to submission to the Council.