

## REPORT OF THE DIRECTOR GENERAL ON ITSO AP-41 WORKING GROUP

### I. EXECUTIVE SUMMARY

1. Building on the work initiated by the AP-40 Ad Hoc Working Groups and in light of recent developments in the satellite industry, the 41<sup>st</sup> Assembly of Parties (AP-41) established a new Ad Hoc Working Group (WG) to continue deliberations and develop recommendations for consideration by AP-42. The primary objective of the WG was to formulate concrete proposals to ensure that ITSO remains capable of effectively discharging its future responsibilities. The Terms of Reference of the WG are contained in Attachment No. 1.
2. Since AP-41, the WG has met virtually on six occasions, supported by two meetings of the WG Management Team<sup>1</sup>. These meetings focused on identifying, deliberating, and exchanging views on the challenges facing ITSO and on potential future risks.
3. The WG has prepared a Draft Report containing provisional recommendations approved by the WG for consideration by the Advisory Committee (IAC). The purpose of submitting the Draft Report to the IAC is to seek its advice on the recommendations and, if necessary, to determine whether a further WG meeting should be convened to finalize the recommendations for submission to AP-42 for approval.
4. The AP-41 Working Group's mandate was developed in a period of uncertainty, which shaped its scope and tone. Since then, significant progress has been made and, as reported in other documents, the relationship with SES is progressing very well. In particular, the funding and cooperation agreements signed in December have addressed many of the Parties' earlier concerns.

### II. DISCUSSION

5. At its 40<sup>th</sup> Meeting, the Assembly of Parties (AP-40) established two Ad Hoc Working Groups to explore and recommend solutions aimed at strengthening the resilience of ITSO and protecting the Parties' Common Heritage. Due to time constraints, some issues identified by those Working Groups were not fully addressed. In addition, challenges persisted in the relationship between ITSO and Intelsat, together with unresolved issues related to the acquisition of Intelsat by SES. Against this background, AP-41 established a new Ad Hoc WG to continue the work and to develop recommendations for submission to AP-42.

---

<sup>1</sup> The management team was comprised of the WG Chair, the Coordinators and Vice-Coordinators, the rapporteurs, the Notifying Administrations and the Regional Vice-Chairs.

6. The primary objective of the AP-41 WG was to prepare a comprehensive report containing strategic recommendations focused on ensuring the resilience of ITSO and safeguarding the Common Heritage. Building on the work of the AP-40 Working Groups and taking into account recent developments in the satellite industry, the WG sought to propose recommendations aimed at strengthening ITSO's effectiveness and responsiveness.

7. The composition of the AP-41 WG followed the approach adopted for the AP-40 Working Groups, with core representation from regional representatives, the Notifying Administrations, and the Director General. All ITSO Parties were invited to participate. The WG was supported by a Management Team tasked with providing strategic oversight and coordinating the work across the various Terms of Reference, as required.

8. Coordinators and Vice-Coordinators were nominated to lead the work under the different groupings of Terms of Reference. In addition, two Rapporteurs were appointed at the first WG meeting to assist the Chair in preparing summary minutes, supporting document preparation, and finalizing the WG Report. The Chair of AP-41 attended all WG meetings and provided valuable guidance throughout the process. A list of WG members, Coordinators, Vice-Coordinators, and Rapporteurs is contained in Attachment No. 2.

9. The WG meetings were conducted remotely with the support of the ITSO Secretariat. The WG held its kick-off meeting on 28 January 2025, followed by five additional meetings in 2025, on 25 March, 27 May, 24 June, 9 September, and 5 November. Two meetings of the WG Management Team were also held during this period.

10. The Terms of Reference were grouped by related subject matter, and a Coordinator and Vice-Coordinator were designated for each grouping during the first WG meeting. The groupings and their respective Coordinators and Vice-Coordinators are listed in Attachment No. 3.

11. Contributions were submitted by the Chair, the Director General and the Coordinators. They were reviewed and discussed during the WG meetings, and recommendations under each Term of Reference were approved by consensus.

12. The WG Chair first prepared a consolidated background report reflecting the contributions of WG members, the ITSO Secretariat, and the discussions held during WG meetings. This consolidated report was presented at the sixth WG meeting, approved by the WG, and is contained in Attachment No. 1 to document IAC-26-15. On the basis of this consolidated report, the WG Chair prepared the WG Draft Report, which sets out provisional recommendations approved by the WG for consideration by the Advisory Committee and is available in document IAC-26-15.

13. The mandate and Terms of Reference for the AP-41 Working Group were developed in a context shaped by earlier challenges and uncertainty. This included questions about the SES transaction and its future engagement with ITSO, which influenced the scope and tone of the Working Group's mandate. Since then, significant progress has been made and, as reported in other documents, the relationship with SES is progressing very well. In particular, the funding and cooperation agreements signed in December have addressed many of the Parties' earlier concerns.

14. The objective of submitting the WG Draft Report to the IAC is to seek the Committee's advice on the proposed recommendations and, if necessary, to convene a further WG meeting following IAC-26 in order to finalize the recommendations for submission to AP-42 for approval.

### **III. CONCLUSION**

15. The AP-41 Working Group has completed the work entrusted to it by AP-41 and has developed a WG Draft Report containing provisional recommendations approved by the WG. The Draft Report is submitted to the Advisory Committee for advice. Subject to the guidance provided by the IAC, a further WG meeting may be convened to finalize the recommendations for submission to the 42<sup>nd</sup> Assembly of Parties for approval.

ITSO RESTRICTED

ATTACHMENT NO.1 TO  
IAC-26-14E W/03/26

**TERMS OF REFERENCE AP-41 WORKING GROUP**

**TERMS OF REFERENCE AP-41 WORKING GROUP**

1. Consider the circumstances, expertise and experience of ITSO, to include a focus on strengths, weaknesses and opportunities in the formulation of recommendations for a more successful ITSO, while including mechanisms to ensure the company provides the minimum required funding for ITSO.
2. Taking into consideration recommendations of WG1 and WG2 approved by the AP-41, consider and make recommendations to enhance the collaboration between ITSO and the Notifying Administrations that supports the implementation of Article XII (c) of the ITSO Agreement.
3. Review and make recommendations on possible way to improve the PSA for better collaboration between Intelsat or any other operator and ITSO
4. Assess the processes and mechanisms for the assignment and management of the Common Heritage, ensure its protection and make appropriate recommendations for closer alignment between the work of ITSO and the Notifying Administrations.
5. Identify and make recommendations on the various issues that may arise in connection with specific decisions that could be undertaken by Intelsat or any other operator which have a direct impact on the Common Heritage such as bankruptcy, mergers, change of ownership, etc.
6. Identify the circumstances under which unused Common Heritage orbital locations could be suppressed and make recommendations for re-assignment to other operators.
7. Recommend mechanisms of transferring the non-exploited CH to another company that has undertaken to comply with PSA obligations, taking into account the ITSO Agreement.
8. Recommend mechanisms to fill gaps that could lead to a replacement of suppressed CH filing by new filings from other Administrations other than the NAs of the CH
9. Further consider and make recommendations on the proposal that was submitted by Region D to AP-40 to have one NA per region.

ITSO RESTRICTED

ATTACHMENT NO.2 TO  
IAC-26-14E W/03/26

**AP-41 Working Group Members**

ITSO RESTRICTED

ATTACHMENT NO.2 TO  
IAC-26-14E W/03/26  
Page 2

**AP-41 Working Group members**

**WG Chair:** Mr. El Hadjar Abdouramane - choco0742@live.ca

**TOR #1,3,5**

Coordinator: Region A - Jamaica - Dr. Maria Myers-Hamilton - mmyers-hamilton@sma.gov.jm

Vice-Coordinator: Region D - South Africa - Mr. Flenk Mnisi - mnisif@sentech.co.za

**TOR #2,4,6**

Coordinator: Region E - Jordan - Mr. Nedal Al Samara - nedal.alsamara@trc.gov.jo

Vice-Coordinator: Region B - France - Mr. Thomas Welter - Thomas.WELTER@anfr.fr

**TOR #7,8,9**

Coordinator: Region D - Rwanda - Mr. Georges Kwizera - gkwizera@space.gov.rw

Vice-Coordinator: Region E - India - Ms. M Revathi - m.revathi@nic.in

**Rapporteurs:**

Uganda - Mr. George Kasangaki - gkasangaki@ucc.co.ug

Türkiye - Ms. Nazgül Bağbaşı - nbagbasi@turksat.com.tr

**Notifying Administrations:**

UK – Mr. Callum Gray – Callum.Gray@ofcom.org.uk

USA - Mr. Douglas May - MayDC@state.gov

---

REGION A

**Vice-Chair:** USA, Mr. Douglas May - MayDC@state.gov

**Core Members:**

- Argentina: Eng. Leonel Hochman - lhochman@enacom.gob.ar
- Argentina: Eng. Cristina Lozada - mlozada@enacom.gob.ar
- Argentina: Eng. Esteban del Mármol - edmarmol@enacom.gob.ar
- Brazil: Ms. Luiza Giacomini - luizagiacomini@anatel.gov.br
- Jamaica: Dr. Maria Myers-Hamilton - mmyers-hamilton@sma.gov.jm
- Jamaica: Ms. Kadianne Wood - kwood@sma.gov.jm
- Jamaica: Mr. George Malcolm - gmalcolm@sma.gov.jm
- Paraguay: Mr. Augusto Gimenez - augustogimenez@conatel.gov.py
- Paraguay: Mr. Rodrigo Volpe - rodrigo\_volpe@conatel.gov.py

---

REGION B

**Vice-Chair:** Liechtenstein, Dr. Bianca Lins - Bianca.Lins@llv.li

**Core Members:**

- Belgium: Mr. Joost Callaert - Joost.Callaert@bipt.be
- Belgium: Mr. Gino Ducheyne - Gino.Ducheyne@BIPT.be
- France: Mr. Thomas Welter - Thomas.WELTER@anfr.fr
- France: Mr. Amar Saidani - Amar.SAIDANI@anfr.fr
- France: Ms. Chloé Pearson - Chloe.PEARSON@anfr.fr
- Türkiye: Ms. Nazgül Bağbaşı - nbagbasi@turksat.com.tr

ITSO RESTRICTED

ATTACHMENT NO.2 TO  
IAC-26-14E W/03/26  
Page 2

---

REGION C

**Vice-Chair:** Poland, Mr. Tomasz Pińciurek - Tomasz.Pinciurek@cyfra.gov.pl

**Core Members:**

- Romania: Mr. Alexandru Cozma - alexandru.cozma@ancom.ro

---

REGION D

**Vice-Chair:** Angola, Dr. Zolana João - zolana.joao@ggpen.gov.ao

**Core Members:**

- Algeria: Ms. Safia Omari - s.omari@mpt.gov.dz
- Angola: Mr. Silva Malaca - silva.malaca@ggpen.gov.ao
- Angola: Mr. Osvaldo Porto - osvaldo.porto@ggpen.gov.ao
- Benin: Mr. Flavien Bachabi - bflavien@arcep.bj
- Congo: Ms. Chynauldat Bangué - Chynauldat.BANGUE@arpce.cg
- Gabon: Mr. Bernard Limbondzi - limbondzi@arcep.ga
- Ghana: Mr. Ransford Odoom - ransford.odoom@nca.org.gh
- Kenya: Mr. Gababo Wako - gababo@ca.go.ke
- Mauritius: Mr. Jerome Louis - jlouis@icta.mu
- Morocco: Mr. Mustapha Bessi - bessi@anrt.ma
- Niger: Mr. Ahmed Boraud - ahmed.boraud@gmail.com
- Nigeria: Mr. Asuenize Adiga - aadiga@ncc.gov.ng
- Rwanda: Mr. Georges Kwizera - gkwizera@space.gov.rw
- South Africa - Mr. Flenk Mnisi - mnisif@sentech.co.za
- South Africa: Mr. Jim Paterson - JPaterson@dcdt.gov.za
- Tunisia: Ms. Olfa Jammeli - olfa.jammeli@anf.tn
- Uganda: Mr. George Kasangaki - gkasangaki@ucc.co.ug
- Zimbabwe: Mr. Tapera Kazembe - Kazembe@potraz.zw

---

REGION E:

**Vice-Chair:** Jordan - Mr. Nedal Al Samara - nedal.alsamara@trc.gov.jo

**Core Members:**

- China: Mr. Zhang Xintong - zhangxintong@chinasatcom.com
- China: Mr. Tai Yan - taiyan0907@163.com
- India - Ms. M Revathi - m.revathi@nic.in

ITSO RESTRICTED

ATTACHMENT NO.3 TO  
IAC-26-14E W/03/26

**AP-41 Working Group  
TORs groupings and their Coordinators**

**AP-41 Working Group**  
**TORs groupings and their Coordinators**

TERMS OF REFERENCE	PROPOSED COORDINATOR
<p><b>ToR 1</b> Consider the circumstances, expertise and experience of ITSO, to include a focus on strengths, weaknesses and opportunities in the formulation of recommendations for a more successful ITSO, while including mechanisms to ensure the company provides the minimum required funding for ITSO.</p> <p><b>ToR 3</b> Review and make recommendations on possible way to improve the PSA for better collaboration between Intelsat or any other operator and ITSO</p> <p><b>ToR 5</b> Identify and make recommendations on the various issues that may arise in connection with specific decisions that could be undertaken by Intelsat or any other operator which have a direct impact on the Common Heritage such as bankruptcy, mergers, change of ownership, etc.</p>	<p>Coordinator: Region A - Jamaica Dr. Maria Myers-Hamilton</p> <p>Vice-Coordinators: Region D- South Africa Mr. Flenk Mnisi</p>
<p><b>ToR 2</b> Taking into consideration recommendations of WG1 and WG2 approved by the AP-41, consider and make recommendations to enhance the collaboration between ITSO and the Notifying Administrations that supports the implementation of Article XII (c) of the ITSO Agreement.</p> <p><b>ToR 4</b> Assess the processes and mechanisms for the assignment and management of the Common Heritage, ensure its protection and make appropriate recommendations for closer alignment between the work of ITSO and the Notifying Administrations.</p> <p><b>ToR 6</b> Identify the circumstances under which unused Common Heritage orbital locations could be suppressed and make recommendations for re-assignment to other operators.</p>	<p>Coordinator: Region E - Jordan Mr. Nedal Al Samara</p> <p>Vice-Cordinator: Region B - France Mr. Thomas Welter</p>
<p><b>ToR 7</b> Recommend mechanisms of transferring the non-exploited CH to another company that has undertaken to comply with PSA obligations, taking into account the ITSO Agreement.</p> <p><b>ToR 8</b> Recommend mechanisms to fill gaps that could lead to a replacement of suppressed CH filing by new filings from other Administrations other than the NAs of the CH.</p> <p><b>ToR 9</b> Further consider and make recommendations on the proposal that was submitted by Region D to AP-40 to have one NA per region.</p>	<p>Coordinator: Region D - Rwanda Mr. Georges Kwizera</p> <p>Vice-Cordinator: Region E - India Ms. M Revathi</p>