



International Civil Aviation Organization

Regional Aviation Safety Group - Middle East

Fourth Meeting (RASG-MID/4)

(Jeddah, Saudi Arabia, 30 March - 1 April 2015)

Agenda Item 4: RASG-MID Working Arrangements

RASG-MID PROCEDURAL HANDBOOK

(Presented by the Secretariat)

SUMMARY

The aim of this paper is to present to the meeting a revised version of the RASG-MID Procedural Handbook, taking into consideration the outcome of the RSC/3 meeting.

Action by the meeting is at paragraph 3.

REFERENCES

- RASG-MID/3 Report
- RSC/3 Report

1. INTRODUCTION

1.1 The Procedural Handbook is a publication prepared by the Secretariat intended to provide, for easy reference of all interested parties, a consolidation of material, particularly of a procedural nature, relevant to the work of the RASG-MID and its contributory bodies. It contains the working arrangements and internal instructions developed by the Group for the practical application of its Terms of Reference and working methods.

1.2 The First Edition of the RASG-MID Procedural Handbook was approved by RASG-MID/1 (Cairo, Egypt, 18-19 September 2011) whereas the Second Edition - November 2012, has been issued and posted on the ICAO Middle East Regional Office website based on the outcome of the RASG-MID/2 meeting (Abu Dhabi, UAE, 12 - 14 November 2012).

2. DISCUSSION

2.1 The Third meeting of the Regional Aviation Safety Group – Middle East - RASG-MID/3 (Kuwait, 27-29 January 2014) agreed on the updated RASG-MID Organizational Structure, which reflects the establishment of the RGS WG.

2.2 The meeting may wish to note that the Third meeting of the RASG-MID Steering Committee (RSC/3, Cairo, Egypt, 9 – 11 December 2014) highlighted that in accordance with the current version of the RASG-MID and MIDANPIRG Procedural Handbook, the Chairperson, the

First Vice-Chairperson and Second Vice-Chairperson could serve only for three cycles and a possible extension for one additional cycle. In addition, the Fourth meeting of the MIDANPIRD Steering Committee (MSG/4, Cairo, Egypt, 24 – 26 November 2014) was of the view that this might represent a constraint for the normal proceedings and efficiency of the Group. Accordingly, and to ensure better continuity and support to RASG-MID, the RSC/3 meeting supported the MSG/4 views and agreed that paragraph 4.5.1 of the RASG-MID Procedural Handbook should be amended as follows:

*“In order to ensure the necessary continuity in the work of the Group ~~and unless otherwise determined by special circumstances,~~ the Chairperson, the First Vice-Chairperson and Second Vice-Chairperson of the Group should assume their functions at the end of the meeting at which they are elected and serve for three cycles, **unless otherwise decided.** ~~re-elected, in that case the term would be limited to one additional cycle only.”~~*

2.3 Based on the above, the Third Edition of the RASG-MID Procedural Handbook is amended as at **Appendix A**.

3. ACTION BY THE MEETING

3.1 The meeting is invited to review and endorse the new Third Edition of the RASG-MID Procedural Handbook at **Appendix A**.

APPENDIX A

INTERNATIONAL CIVIL AVIATION ORGANIZATION



REGIONAL AVIATION SAFETY GROUP – MIDDLE EAST

(RASG-MID)

PROCEDURAL HANDBOOK

~~SECOND-THIRD~~ EDITION – ~~NOVEMBER-MARCH 2012~~2015

RASG-MID PROCEDURAL HANDBOOK - GENERAL

INTRODUCTION

FOREWORD

1.1 The Regional Aviation Safety Group-Middle East (RASG-MID) Procedural Handbook is a publication prepared by the ICAO Secretariat and adopted by the RASG-MID. Its purpose is to provide, for easy reference, a consolidation of material, particularly of a procedural nature, about the work of the RASG-MID. It contains the Terms of Reference (TOR) of the Group, the working arrangements and other internal procedures and practices governing the conduct of business.

1.2 The Handbook has a series of loose-leaf pages, organised in Section headings. A Table of Contents is provided which serves also as a subject index and as a checklist for the current pages.

1.3 Replacement pages and/or updated editions will be issued as necessary. Additional material will be incorporated in the existing Sections or will be the subject of new Sections, as required.

1.4 The Procedural Handbook will be distributed to Members and Observers of the Group, the ICAO Secretariat, and to other States, international organizations and stakeholders participating in meetings, contributing to, or having interest in the work of the Group and/or its Contributory Bodies.

1.5 An electronic copy of the Procedural Handbook will also be available in PDF format, on the ICAO Middle East Regional Office website: <http://www.icao.int/mid> under RASG-MID.

RASG-MID PROCEDURAL HANDBOOK

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1. BACKGROUND

1.1. On 6 October 2009, the ICAO Air Navigation Commission reviewed a proposal for the establishment of Regional Aviation Safety Groups (RASGs) and decided that the concept of RASGs be transmitted to States and appropriate international organizations for comments before a recommendation was made to the Council. It was highlighted during the discussions that the proposal for RASGs would not fundamentally change the efforts that are presently underway in several ICAO regions. A State letter dated 16 December 2009 sought comments from States and selected international organizations on the need for uniform establishment of RASGs in all regions, and provided suggested terms of reference and work programme of the RASGs. The comments by States were very supportive of the establishment of RASGs. Consequently, the ICAO Council at the fourth meeting of its 190th Session held on 25 May 2010:

- a) approved the establishment of the following RASGs: RASG-MID for the Caribbean, South American, and North American regions (including Central America); RASG-EUR for the European region; RASG-APAC for the Asia Pacific regions; RASG-AFI for the African region and RASG-MID for the Middle East region, with the aim of supporting a regional performance framework for the management of safety;
- b) agreed to the terms of reference of the RASGs as detailed in the Appendix to the paper;
- c) agreed that the report of RASG meetings, similar to reports of planning and implementation regional groups (PIRGs), would be reviewed by the ANC on a regular basis and by the Council as deemed necessary;
- d) approved the inclusion of the sentence “coordinate with respective RASG on safety issues” in the terms of reference of all PIRGs, viz APANPIRG, APIRG, EANPG, GREPECAS, MIDANPIRG and NAT SPG; and
- e) requested the ANC to report to the Council any duplication in the activities of the PIRGs and the RASGs.

1.2. The main purpose of the Regional Aviation Safety Group–Middle East (RASG-MID) would be to develop an integrated, data-driven strategy and implement a work programme that supports a regional performance framework for the management of safety. This approach is designed to reduce the commercial aviation fatality risk in the MID region and promote States and industry safety initiatives in harmony with the ICAO Global Aviation Safety Plan (GASP) and Global Aviation safety Roadmap (GASR).

1.3. Further, the 37 Session of the ICAO General Assembly, Montreal 28 September to 8 October 2010 agreed to Assembly Resolution A37-4.

Quote from Assembly Resolution **A37-4: ICAO global planning for safety:**

Recognized that safety is a shared responsibility involving ICAO, Contracting States and all other stakeholders;

Recognized that regional aviation safety groups should be implemented by ICAO, taking into account the needs of the various regions and building on the already existing structures and forms of cooperation;

Stressed the need for continuous improvement of aviation safety through a reduction in the number of accidents and related fatalities in air transport operations in all parts of the world, particularly in States where safety records are significantly worse than the worldwide average;

Urged Contracting States, regional safety oversight organizations and international organizations concerned to work with all stakeholders to implement the GASP objectives and GASR methodology objectives and to implement these methodologies to reduce the number and rate of aircraft accidents.

2. TERMS OF REFERENCE

2.1 MEMBERSHIP

2.1.1 Contracting States entitled to participate as members in the RASG-MID meetings are those whose territories or dependencies are located partially or wholly within the area of accreditation of the ICAO Middle East Regional Office; i.e.: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE and Yemen.

2.1.2 Other Contracting States and non-Contracting States are entitled to participate in RASG-MID meetings as observers. The aircraft operators, international organizations, maintenance and repair organizations, regional and sub-regional organizations, training organizations, aircraft manufactures, airport and air navigation service providers and any other allied organizations/representatives will be invited to attend the RASG-MID meetings in the capacity of observers.

2.1.3 The following stakeholders are the permanent Observers to RASG-MID:

AACO	Arab Air Carrier Organization
ACAC	Arab Civil Aviation Commission
ACI	Airports Council International
AIRBUS	Airbus Aircraft Manufacturer
BOEING	Boeing Commercial Airplane Company
CANSO	Civil Air Navigation Services Organization
COSCAP-GS	Cooperative Development of Operational Safety and Continuing Airworthiness Programme-Gulf States
EASA	European Aviation Safety Agency
Embraer	Embraer Aviation International
FAA-USA	Federal Aviation Authority – United States of America
FSF	Flight Safety Foundation
IACA	International Air Carrier Association
IATA	International Air Transport Association
IBAC/MEBAA	International Business Aviation Council/ Middle East Business Aviation Association
IFALPA	International Federation of Airline Pilots Association
IFATCA	International Federation of Air Traffic Controllers Association
MEASR-TLST	Middle East Aviation Safety Roadmap - Top Level Safety Team
WFP (UN)	World Food Programme (United Nations)

2.1.4 The members and observers will serve as partners of RASG-MID and their joint commitment is fundamental for success in improving aviation safety worldwide.

2.2 THE TERMS OF REFERENCE OF THE GROUP ARE:

- a) to support the implementation of the Global Aviation Safety Plan (GASP) and the associated Global Aviation Safety Roadmap (GASR) in the MID Region by ensuring effective coordination and cooperation between all stakeholders and monitoring progress in the implementation of the GASP and GASR; and
- b) to support the establishment and operation of a performance-based safety system for the Region, using the GASP and GASR, and building on the work already done by States and regional organizations.

2.3 IN ORDER TO MEET THE TERMS OF REFERENCE, THE GROUP SHALL:

- a) analyze safety information and hazards to civil aviation at the regional level and review the action plans developed within the region to address identified hazards;
- b) facilitate the sharing of safety information and experiences among all stakeholders;
- c) ensure that all safety activities at the regional and sub-regional level are properly coordinated to avoid duplication of efforts;
- d) reduce duplication of efforts by encouraging collaboration, cooperation and resource sharing;
- e) conduct follow-up to GASP/GASR activities as required;
- f) coordinate with MIDANPIRG on safety issues; and
- g) provide feedback to ICAO to continually improve and ensure an up-to-date global safety framework.

3. WORKING ARRANGEMENTS

3.1. Relations with States

3.1.1 States located geographically in the MID Region and States having aircraft on their register, which operate in the MID Region, shall be kept fully informed of activities of the RASG-MID. To achieve this objective, States should receive, on a regular basis:

- a) the proposed agenda for meetings of the Group;
- b) the reports on meetings of the Group; and, as appropriate; and
- c) the summaries or reports on meetings of its contributory bodies.

3.1.2 States should ensure necessary co-ordination and follow-up of the Group's activities within their Administrations.

3.1.3 The Group may obtain information from MID provider States on specific questions and offer them advice in the form of specific proposals for action.

3.2 Relations with other Bodies and Organizations

3.2.1 The Group shall keep itself informed of the activities of other aviation bodies and organizations to the extent that such activities are likely to be of interest to the Group.

3.2.2 When necessary, the Group shall provide information and advice to such bodies and organizations, if this is required, in order to:

- a) avoid duplication of studies and/or effort; and
- b) engage their assistance in matters which, while having a bearing on aviation safety, are outside the competence of ICAO and/or the terms of reference of the RASG-MID.

3.3 Administration of the Group

3.3.1 The RASG-MID shall be administered as follows:

- a) by a Chairperson elected from the Representatives designated by **Member States** of the Group. A First Vice-Chairperson shall also be elected from the said Representatives; and a Second Vice-Chairperson shall be elected from the **partners**.
- b) by the ICAO Regional Director, Cairo who serves as Secretary. In the execution of his duties the Secretary will be supported by appropriate Experts from the ICAO MID Regional Office and ICAO HQ, as required.

3.3.2 The Chairperson, in close co-operation with the Secretary, shall make all necessary arrangements for the most efficient working of the Group. The Group shall at all times work with a minimum of formality and paper work (paperless meetings).

3.3.3 Between meetings of the Group, some subjects may be dealt with by correspondence and/or teleconferencing among appointed Representatives through the ICAO MID Regional Office.

3.4 Meetings of the Group

3.4.1 Based on the advice of the Members of the Group and of the Secretary, the Chairperson shall decide on the date and duration of meetings of the Group.

3.4.2 Meetings shall normally be convened at the location of the ICAO Regional Office in Cairo, Egypt. If a State offers to host a meeting, it shall coordinate with the Secretary of the Group as early as possible, but in any case at least six (06) months in advance and, shall be responsible for providing a venue, services and all costs of travel, accommodation and subsistence allowance for Secretariat attendees.

3.5 RASG-MID Steering Committee (RSC)

3.5.1 A RASG-MID Steering Committee (RSC) composed of representatives from States, international/regional organizations and industry is established to act as an advisory body to the RASG-MID, guide its work and ensure that safety initiatives are accomplished in a timely, effective and efficient manner. To this end, the RSC shall:

- a) assess work that has already been done under existing regional safety initiatives;
- b) identify short and medium term regional safety priorities and initiatives;
- c) coordinate the activities of the RASG-MID and all GASP/GASR safety related initiatives and adjust strategy as necessary;
- d) undertake any action required to ensure that the RASG-MID achieves its objective to reduce aviation risks and minimize or avoid duplication of efforts in the MID Region;
- e) provide regular safety environment assessments to the RASG-MID;
- f) coordinate establishment of the Regional Aviation Safety Teams (RASTs) that need to be established to address these initiatives, provided that:
 - i. the RSC completes an analysis of the identified key risk areas against work that has already been done in the region to ensure harmonization and avoid duplication;
 - ii. the RSC assumes the role of maintaining accountability for the established Teams ensuring that they meet their deliverables; and
 - iii. all aviation stakeholders, including Industry and International Organizations, have an active participation in the established Teams.
- g) monitor the progress of work and provide guidance to the established RASTs; and
- h) propose the RASG-MID work programme.

RASG-MID Steering Committee (RSC) Membership

3.5.2 The RASG-MID Steering Committee (RSC) is composed of:

- a) The RSC Co-Chairpersons;
- b) RASG-MID Chairperson and Vice-Chairpersons;
- c) RASG-MID Secretary (supported by appropriate Experts from the ICAO MID Regional Office and ICAO HQ, as required);

d) RASG-MID Members/Alternates from the following States:

- Bahrain;
- Egypt;
- Jordan;
- Iran;
- Oman;
- Qatar;
- Saudi Arabia; and
- UAE

e) RASG-MID Representatives/Alternates from the following Partners:

- AACO Arab Air Carrier Organization;
- ACAC Arab Civil Aviation Commission;
- ACI Airports Council International;
- BOEING Boeing Commercial Airplane Company;
- COSCAP-GS Cooperative Development of Operational Safety and Continuing Airworthiness Programme-Gulf States;
- FSF Flight Safety Foundation;
- IATA International Air Transport Association;
- IFALPA International Federation of Airline Pilots Association;
- MEASR-TLST Middle East Aviation Safety Roadmap - Top Level Safety Team; and
- WFP (UN) World Food Programme (United Nations).

Note: The composition of the RSC might be updated over time to include only Member States and Partners that could participate actively in the RSC and contribute to its work.

3.5.3 The RASG-MID Steering Committee (RSC) Co-Chairpersons will be elected as follows:

- One Co-Chairperson from member States; and
- One Co-Chairperson from an RSC International Organization/Industry (Partners).

Note: An Alternate should be elected from the member States and another Alternate from the Partners, in order to replace the Co-Chairperson(s), in case of absence.

3.6 Establishment of subsidiary bodies

3.6.1 To assist in its work and support the development, implementation and prioritization of RASG-MID safety initiatives, the Group may create subsidiary bodies (Safety Teams) charged with preparatory work on specific subjects requiring expert advice for their resolution.

3.6.2 The Safety Teams will operate in coordination with and under the guidance of the RSC. They should accomplish their tasks by developing mitigation strategies based on gathering and processing safety data and information. These mitigation strategies shall be focused on the Global Aviation Safety Plan (GASP), corresponding Global Safety Initiatives (GSIs) and associated Global Aviation Safety Roadmap (GASR).

3.6.3 Participation in Safety Teams should be by specialists in the subjects under consideration. Such specialists should have relevant experience in the field concerned.

3.6.4 Secretaries of Safety Teams established by the Group will be appointed by the Secretary of the Group.

3.6.5 The duration of Safety Teams activities will be established by the RSC.

3.7 Reporting lines

3.7.1 The reports of the RASG-MID meetings, similar to reports of planning and implementation regional groups (PIRGs), would be reviewed by the ANC on a regular basis and by the Council as deemed necessary.

4. PROCEDURE FOR THE CONDUCT OF MEETINGS OF THE RASG-MID

4.1. General

4.1.1 The RASG-MID shall at all times work with a minimum of formality and paper work (paperless meetings). To achieve this aim, the rules of procedure for the conduct of meetings should be as flexible and simple as possible. The Group is expected to conduct its business by consensus of all interested parties. The following provisions do not include therefore any procedures for handling motions or voting.

4.1.2 Reports on meetings should not include formal Statements by members or other participants. However, specific divergent views expressed in relation to decisions taken or conclusions reached shall be recorded as an integral part of the report.

4.2 Convening of meetings

4.2.1 At each of its meetings the Group should endeavour to agree on the date, duration and venue of its next meeting.

Note: The convening of at least one meeting every 12 months would generally suffice. However, for the interest of safety in order to safeguard the development and implementation of coherent and orderly safety initiatives/actions, in the interest of States and airspace users in the MID Region, the Group may determine the need for any additional meeting that may arise.

4.2.2 A convening letter for a meeting shall be issued by the Secretary of the Group, normally 90 days prior to the meeting. The convening letter should include the agenda, together with explanatory notes prepared by the Secretary in order to assist participants in preparing for the meeting.

4.3 Establishment of the Agenda

4.3.1 The Secretary, in consultation with the Chairperson of the RASG-MID shall establish a draft agenda on the basis of the work programme adopted and the documentation available.

4.3.2 At the opening of the meeting any State, international/regional organization or a stakeholder may propose the inclusion of additional items on the agenda, and this shall be accepted if the majority of States attending the meeting so agree.

4.4 Languages

4.4.1 The language of the meetings of the RASG-MID and its subsidiary bodies (Safety Teams) shall be English.

4.4.2 The reports on meetings and supporting documentation for meetings of the Group and its subsidiary bodies (Safety Teams) will be prepared in English.

4.5 Officers and Secretariat of the RASG-MID

4.5.1 In order to ensure the necessary continuity in the work of the Group ~~and unless otherwise determined by special circumstances~~, the Chairperson, the First Vice-Chairperson and Second Vice-Chairperson of the Group should assume their functions at the end of the meeting at which they are elected and serve for three cycles, unless otherwise ~~decided, re-elected, in that case the term would be limited to one additional cycle only.~~

4.5.2 States designated as Members of the Group may at any time request that the election of the Chairperson and/or Vice-Chairpersons be included on the agenda.

4.5.3 The Secretary of the Group who is the ICAO Regional Director, Cairo will also serve as Secretary of the meetings. He will be assisted by Experts from the ICAO Regional Office and ICAO HQ, as required.

4.6 Roles and Responsibilities

Chairperson(s)

4.6.1 The Chairperson will:

1. call for RASG-MID meetings;
2. chair the RASG-MID meetings;
3. keep focus on high priority items;
4. ensure agendas meet objectives to improve safety;
5. provide leadership for ongoing projects and accomplishments;
6. promote consensus among the group members;
7. coordinate RASG-MID activities closely with the Secretariat and follow-up meeting outcomes and actions; and
8. promote RASG-MID and lobby for contributors.

Secretariat

4.6.2 The Secretariat will support the Chairperson by providing administrative, coordination and technical support to the RASG-MID. In particular, The Secretariat will:

1. coordinate meeting logistics with meeting host(s);
2. develop meeting agendas;
3. ensure meeting agendas, documentation and summaries are provided to members;
4. ensure meeting summaries, notices, and related documents are posted in a timely manner on the RASG-MID section of the ICAO MID Regional Office website;
5. track, monitor and facilitate action items and report status to the Group;
6. ensure alignment of RASG-MID activities with the GASP/GASR;

7. maintain communication with the Co-Chairs, and RASG-MID members;
8. identify required administrative support; and
9. manage the RASG-MID work programme.

Members:

4.6.3 Representatives of States designated as Members of the Group shall assume the duties and responsibilities of ensuring the normal conduct of business of the Group. Members should attend regularly all the meetings of the Group and maintain the continuity of the Group's work in the interval between meetings. This may take the form of assignment of specific tasks to selected individual Members.

4.6.4 Representatives of international/regional organizations and industry (partners) should participate actively in the meetings of the Group activity, provide technical expertise and collaborate in RASG-MID initiatives.

Note: a) Each RASG-MID member State should designate a Member, an Alternate and Adviser(s); and each Partner should designate a Representative and an Alternate, able to support RASG-MID goals and objectives. If designated representation changes, any proposed replacement must be submitted to the RASG-MID Secretary.

4.6.5 RASG-MID members/partners will:

- a) come to the RASG-MID meetings prepared, and provide active support by deliberating and identifying issues;
- b) support goals and objectives by maintaining timely and active communication between administration/organization represented and RASG-MID; and
- c) share safety improvements with RASG-MID members.

Non-Member Participant and Guest Observers:

4.6.6 Non-Member Participant: Individual(s) who would be invited at the discretion of the RASG-MID Secretary, in collaboration with the Chairperson, to participate in RASG-MID activities and meetings, without voting authority, to enhance the quality and effectiveness of RASG-MID.

4.6.7 Guest Observer: An individual or group who is invited at the discretion of the RASG-MID Secretary, in collaboration with the Chairperson, to strictly observe a RASG-MID meeting or activity.

4.7 Supporting documentation

4.7.1 Documentation for meetings of the RASG-MID should be prepared by the Secretariat, States designated as Members of the Group and the Permanent Observers of the Group.

4.7.2 Supporting documentation shall be presented in the form of:

- a) Discussion Papers: are papers prepared on an ad hoc basis in the course of a meeting with the purpose of assisting participants in their discussions on a specific matter or in the development of conclusions for the draft report of the meeting.

- b) Information Papers: are papers prepared on an ad hoc basis in the course of a meeting with the purpose of assisting participants in their discussions on a specific matter or in the development of conclusions for the draft report of the meeting.
- c) Working Papers: constitute the main basis of the discussions on the various items on the agenda.
- d) PowerPoint Presentations: may be delivered to support the above in a, b and c; also to add additional information and knowledge of certain important issue(s).

4.7.3 Working Papers shall be presented in a standardized format. Each paper should be limited to one agenda item or sub-item and contain, as appropriate, introduction of the matter, brief discussion and conclusions with specific proposals for action.

4.8 Conclusions and Decisions of the Meetings

4.8.1 Action taken by the Group shall be recorded in the form of:

- a) Conclusions; and
- b) Decisions.

4.8.2 Each Conclusion and Decision formulated by the Group should respond clearly to the following four questions (4-Ws):

Why	Why this Conclusion or Decision is needed (subject)
What	What action is required (State Letter, survey, proposal for amendment, seminar, etc)
Who	Who is the responsible of the required action (ICAO, States, etc)
When	Target date

4.8.3 Conclusions deal with matters which, in accordance with the Group's terms of reference, merit directly the attention of States, or on which further action is required to be initiated by the Secretary in accordance with established procedures.

4.8.4 Decisions relate to the internal working arrangements of the Group and its subsidiary bodies.

4.9 Conduct of business

4.9.1 The meetings of the RASG-MID shall be conducted by the Chairperson or, in his absence, by the First or Second Vice-Chairperson of the Group, in that order.

4.9.2 At the first sitting of each meeting, following the opening by the Chairperson, the Secretary shall inform participants of the arrangements made for the conduct of the meeting, its organization and of the documentation available for consideration of the different items on the agenda.

4.9.3 The Group shall at each of its meetings review its previous meeting outstanding Conclusions/Decisions and Action Plan in order to keep them current and their number at a minimum consistent with the progress achieved in implementation.

4.10 Reports

4.10.1 Reports on meetings shall be of a simple layout and as concise as possible and shall include:

- a) a brief history of the meeting (duration, attendance, agenda and list of Conclusions and Decisions);
- b) a summary of the discussions by the Group on the different items of the agenda including, for each of them, the relevant Conclusions and/or Decisions; and
- c) the work programme and future action by the Group.

4.10.2 A draft report in English will be prepared by the Secretariat for approval by the Group before the closing of each meeting.

4.10.3 The report shall be posted on the ICAO MID website and also be circulated, to all Member States, to Permanent Observers and concerned stakeholders.

5. RASG-MID ORGANIZATIONAL STRUCTURE

RASG-MID ORGANIZATIONAL STRUCTURE

