

INTERNATIONAL CIVIL AVIATION ORGANIZATION



**REGIONAL AVIATION SAFETY GROUP – MIDDLE EAST
(RASG-MID)**

PROCEDURAL HANDBOOK

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RECORD OF AMENDMENTS

Edition Date	Description	Pages Affected
July 2017	Amendments approved by the RASG-MID/5 meeting related to the RSC TORs and RASG-MID Frequency of meetings.	5 & 7
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February 2022	<p>Amendments approved by the RASG-MID/9</p> <p>Revised Organization Structure based on the dissolution of the RSC.</p> <p>New Terms of Reference of RASG-MID in line with the Generic TOR of RASGs approved by the President of the Council on 7 August 2020</p> <p>RASG-MID Sub-Groups Terms of Reference RASG-MID Frequency of meeting Conduct of Virtual (online) meeting</p>	

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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.

REGIONAL AVIATION SAFETY GROUPS-MIDDLE EAST (RASG-MID)

PROCEDURAL HANDBOOK

PART I

**TERMS OF REFERENCE, COMPOSITION AND POSITION
IN ICAO OF THE RASG**

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-PA 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 this 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 line with the ICAO Global Aviation Safety Plan (GASP) and the MID Regional Safety Plan (MID-RASP) including the MID Region Safety Strategy.

2. TERMS OF REFERENCE

TERMS OF REFERENCE OF RASG-MID

1. Membership

1.1 All ICAO Contracting States recognized by ICAO, within the area of accreditation of the ICAO MID Regional Office shall be members of the RASG-MID.

2. Participation

2.1 In addition to States, the importance of a collaborative and proactive role by airspace users, international and regional organizations, and industry should be recognized due to their involvement in the rapid pace of technological development, expertise and other opportunities for sharing of resources.

2.2 RASG-MID meetings are open to all members. Each State member should be represented by a senior-level delegate nominated by the State, preferably from the civil aviation authority (CAA) in order to support related policy-making within the State. A delegate may be supported by an alternate delegate and/or advisers with the requisite technical knowledge in the subject matters under consideration.

2.3 The CAAs should be supported by representatives from service providers and industry.

2.4 States located outside the area of accreditation of the ICAO MID Regional Office can be invited on a case-by-case basis and in accordance with the *Regional Office Manual* to attend as observers.

2.5 International organizations recognized by the ICAO Council to participate in ICAO meetings should participate, as observers, in the RASG-MID meetings, and be encouraged to do so. Other stakeholders may be invited as observers, when required, to contribute to the work of the RASG-MID.

2.6 The participation of industry stakeholders should take into account relevant capabilities such as an involvement in the rapid pace of technological development, specific knowledge and expertise, and other opportunities including sharing of resources.

2.7 Civil aviation commissions/conferences, in particular the Arab Civil Aviation Organization (ACAO), may be invited to participate in the work of the RASG-MID.

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

2.9 RASG-MID meetings should be live-streamed, to the extent possible, to enable additional State participants to follow the proceedings.

3. Working Arrangements

3.1 *Structure*

3.1.1 RASG-MID has the obligation to apply the most effective and efficient organizational structure and meeting modalities that best suit the characteristics of the region's implementation work programme while maintaining to the extent possible, alignment with these Terms of Reference, the MID regional work programme and the Global Aviation Safety Plan (GASP).

3.1.2 The ICAO MID Regional Director will serve as the Secretary of the RASG-MID.

3.1.3 The organization of the RASG-MID should address global and region-specific safety-related matters, and meetings should be closely coordinated between the RASG-MID and MIDANPIRG chairpersons and the Secretariat. RASG-MID and MIDANPIRG meetings should be held back-to-back or combined to facilitate coordination and to ensure the efficient use of resources.

3.1.4 The RASG-MID shall be administered by a chairperson and first vice-chairperson elected from the State-nominated delegates present and second vice-chairperson be elected from the international and regional organizations, and/or industry present. The RASG-MID will establish the cycle of elections.

3.1.5 The RASG-MID will build on the work already done by States, ICAO MID Regional Office and existing regional and sub-regional organizations (such as the cooperative development of operational safety and continuing airworthiness programmes, regional safety oversight organizations (RSOO), regional accident and incident investigation organizations (RAIOs) and industry) to support the establishment and operation of safety management processes for the MID Region.

3.1.6 RASG-MID contributory bodies may be created by the RASG-MID to discharge the RASG-MID work programme by working on defined subjects requiring detailed technical expertise. A contributory body shall only be formed when it has been clearly established that it is able to make a substantial contribution to the required work. A contributory body will be dissolved by the RASG-MID when it has completed its assigned tasks or if the tasks cannot be usefully continued.

3.1.7 Invitations to RASG-MID meetings must be issued at least three months in advance of the meeting to assist States to plan participation.

3.1.8 The Secretariat will review and update the RASG-MID Procedural Handbook periodically, and as required, to ensure a result-oriented approach.

3.1.9 Where the meeting is held in more than one ICAO working language, interpretation services shall be made available to facilitate participation in the deliberations and adoption of the report by all participants.

3.1.10 States, international organizations and industry are invited to submit working papers, research works, etc. in order to enhance the work of the RASG-MID and its contributory bodies. To ensure proper time for consideration and good decision-making, the Secretary should ensure that all working papers are available at least fourteen days prior to the start of the meeting for consideration.

3.1.11 The frequency of the RASG-MID meetings will be on an annual basis.

3.2 *Venue*

3.2.1 RASG-MID meetings will be convened in the MID Regional Office, to the extent possible, to facilitate proper access by States. Approval to host RASG-MID meetings outside of the MID Regional Office must be obtained from the President of the Council.

3.2.2 The Secretary General will ensure the allocation of the necessary financial resources to host RASG-MID meetings.

3.2.3 RASG-MID contributory bodies may be convened at a different location, if required, to be determined by the Secretary and Chairperson of the RASG-MID, and contributory body. Venues shall be chosen with the primary aim of facilitating maximum State attendance.

3.3 *State Role*

3.3.1 State CAAs, supported by service providers as necessary, should participate in the work of the RASG-MID and its contributory bodies to:

- a) ensure the continuous and coherent development and implementation of MID-RASP and report back on the key performance indicators (KPIs);
- b) support the regional work programme with participation from the decision-making authority with the technical expertise necessary for the planning and implementation mechanism, thus supporting policy decisions at the State level;
- c) support the implementation of effective safety management and collaborative decision-making processes to mitigate aviation safety risks, thus supporting policy decisions at the State level;
- d) contribute information on safety risk, including State safety programme (SSP) safety performance indicators (SPIs, in accordance with the GASP as part of their safety risk management activities);
- e) ensure coordination, at the national level, between the CAA, service providers and all other concerned stakeholders, and harmonization of the national plans with the regional and global plans;
- f) facilitate the development and establishment of Letters of Agreement and bilateral or multilateral agreements;
- g) ensure the implementation of the GASP goals and targets; and
- h) embrace a performance-based approach for implementation as highlighted in the Global Plans.

3.4 *International Organization and Industry Role*

3.4.1 Industry stakeholders/partners should participate in the work of the RASG-MID and its contributory bodies in order to support the implementation of safety oversight activities, safety management and collaborative decision-making processes, as well as to identify regional requirements, mitigate aviation safety risks, provide technical expertise, as required, and ensure adequate resources.

3.4.2 Their focus should be on identifying regional requirements and ensuring that their available resources are adequately allocated.

3.5 *Reporting*

3.5.1 The RASG-MID reports outcomes to the ICAO Council through the Air Navigation Commission (ANC) as facilitated by the ICAO Secretariat.

3.5.2 RASG-MID meeting reports should reflect the structure of the GASP (organizational challenges, operational safety risks, infrastructure and safety performance measurement) and RASG-MID deliverables should map the expected GASP goals and targets including MID-RASP.

3.5.3 RASG-MID meeting reports should be provided in a standardized format to the governing bodies of ICAO to identify regional and emerging challenges, and shall include as a minimum:

- a) a brief history of the meeting (duration and agenda);
- b) a list of meeting participants, affiliation and number of attendees;
- c) a list of conclusions and decisions with a description of their rationale (what, when, why and how);
- d) a list of safety enhancement initiatives (SEIs) linked to the associated GASP and MID-RASP targets and indicators, and the appropriate mechanism used to measure their effectiveness;
- e) common implementation challenges identified amongst RASG-MID members and possible solutions, assistance required and estimated timelines to resolve, if applicable, by sub-region;
- f) identification of and recommendations on particular actions or enhancements that would require consideration by the ANC and Council to address particular challenges;
- g) a list of issues cross-referenced to actions to be taken by ICAO Headquarters and/or Regional Offices;
- h) based on the GASP, and associated SPIs and tools, report to the extent possible on the status of implementation of safety goals, targets and indicators, including the priorities set by the region in the MID-RASP exploring the use of regional dashboards to facilitate monitoring regional progress being made;
- i) a list of items for coordination with the MIDANPIRG and a concise summary of the outcome of related discussions;

- j) feedback on implementation issues and actionable recommendations to the ICAO Council to continually improve future editions of the GASP that identify regional safety objectives and priorities to ensure proper focus on emerging safety concerns; and
- k) work programme and future actions to be taken by the RASG-MID.

3.5.4 A technical officer from Headquarters (Air Navigation Bureau) will participate and provide support to the meeting and subsequently arrange for the presentation of reports, in coordination with the MID Regional Office and chairpersons of the RASG-MID, to the ANC and Council for review and harmonization.

3.5.5 The Draft RASG-MID report will be approved at the end of the meeting.

3.5.6 Headquarters will provide feedback to the RASG-MID highlighting the actions taken by the ANC and Council related to their previous meeting outcomes.

3.5.7 The RASG-MID will report to Council on an annual basis through the consolidated report on PIRGs and RASGs.

4. **Global Plans**

4.1 In regard to Global Plans, the RASG-MID shall:

- a) support implementation by States of the *Global Aviation Safety Plan* (GASP, Doc 10004) taking into account aspects of the *Global Air Navigation Plan* (GANP, Doc 9750) and Global Aviation Security Plan (GASeP) by ensuring effective coordination and cooperation between all States and stakeholders;
- b) monitor and report the progress on the implementation by States of the GASP and the regional objectives and priorities;
- c) provide feedback on the GASP implementation and propose amendments to the Global Plans as necessary to keep pace with the latest developments and ensure harmonization with regional and national plans;
- d) in line with the GASP and regional priorities, identify specific aviation safety risks and propose mitigating actions using the mechanisms defined by Annex 19 — *Safety Management* and the *Safety Management Manual* (Doc 9859), with timelines to resolve deficiencies; and
- e) verify the provision of services in accordance with global and regional requirements.

5. Regional Activities

5.1 In regard to regional activities, the RASG-MID shall:

- a) serve as a regional cooperative forum that determines regional priorities, develops and maintains the regional aviation safety plan and associated work programme based on the GASP and relevant ICAO Provisions, integrating global, regional, sub-regional, national and industry efforts in continuing to enhance aviation safety worldwide;
- b) facilitate the development and implementation of safety risk mitigation action plans by States, taking into consideration States' level of effective implementation of the critical elements of safety oversight systems and progress being made to improve the level;
- c) monitor and report, using a data driven approach, the region's main aviation safety risks, and determine regional priorities and associated work programme based on the GASP and MID-RASP;
- d) 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;
- e) identify and report on regional and emerging safety challenges experienced that affect implementation of ICAO global provisions by States and measures undertaken or recommended to effectively address them; and
- f) facilitate the development and implementation of regional and national aviation safety plans by States.

6. RASG-MID Coordination

6.1 In regard to coordination, the RASG-MID shall:

- a) coordinate safety issues with MIDANPIRG;
- b) foster cooperation, information exchange, sharing of experiences and best practices among States and stakeholders;
- c) provide a platform for regional coordination and cooperation amongst States and stakeholders for the continuous improvement of safety in the region with due consideration to harmonization of developments and deployments, and intra- and interregional coordination;
- d) ensure that all safety activities at the regional and sub-regional level are properly coordinated amongst role players to avoid duplication of efforts;
- e) identify security, environmental and economic issues that may affect aviation safety, and inform ICAO MID Secretariat accordingly for action;
- f) identify practical examples and tools to support effective safety management implementation; and
- g) through the RASG-MID Secretary, inform the Directors General of Civil Aviation and related civil aviation commission/conferences of RASG-MID meeting results.

7. **Interregional Coordination**

7.1 The RASG-MID shall:

- a) ensure interregional coordination through formal and informal mechanisms, including the participation in meetings established for the purpose of coordinating RASG-MID and MIDANPIRG activities, the GASP and MID-RASP; and
- b) identify stakeholders that could be impacted by RASG-MID SEIs within and outside the region, and develop an effective communication and coordination strategy with stakeholders.

7.2 ICAO Headquarters shall arrange a global coordination meeting between all RASG and PIRG chairpersons and secretaries on a biennial basis.

8. **Expansion of Terms of Reference**

8.1 The Terms of Reference above serve as a global basis for RASG operations and may be further expanded by the RASG-MID, as required, to maintain the flexibility and efficiency of its work. Additional terms of reference adopted by the RASG-MID must be approved by the President of the Council and be included in the RASG-MID Procedural Handbook.

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

3.1 General

3.1.1 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.

3.1.2 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.

3.2 Meetings of the Group

3.2.1 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.

3.2.2 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.

3.3 Convening of Meetings

3.3.1 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.

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

3.4 Establishment of the Agenda

3.4.1 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.

3.4.2 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.

3.5 Languages

3.5.1 The language of the meetings of the RASG-MID and its subsidiary bodies shall be English.

3.5.2 The reports on meetings and supporting documentation for meetings of the Group and its subsidiary bodies will be prepared in English.

3.6 **Officers and Secretariat of the RASG-MID**

3.6.1 In order to ensure the necessary continuity in the work of the Group, 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.

3.6.2 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.

3.6.3 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.

3.7 **Roles and Responsibilities**

Chairperson(s)

3.5.1 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

3.7.1 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 and the regional objectives and priorities outlined in the MID Region Safety Strategy;
7. maintain communication with the Chairs, and RASG-MID members;
8. identify required administrative support; and
9. manage the RASG-MID work programme.

3.8 **Supporting documentation**

3.8.1 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.

3.8.2 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).

3.8.3 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.

3.9 Conclusions and Decisions of the Meetings

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

- a) Conclusions; and
- b) Decisions.

3.9.2 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

3.9.3 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.

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

3.10 Conduct of business

3.10.1 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.

3.10.2 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.

3.10.3 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.

3.10.4 For the conduct of Virtual meetings the guidelines (rules and procedure) on the conduct of online events at **Appendix A** should be observed.

3.11 Establishment of Subsidiary Bodies

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

3.11.2 The subsidiary bodies will operate in coordination with and under the guidance of the RASG-MID. 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) and the MID Region Aviation Safety Plan (MID-RASP).

3.11.3 Participation in subsidiary bodies' meetings should be by specialists in the subjects under consideration. Such specialists should have relevant experience in the field concerned.

3.11.4 Secretaries of subsidiary bodies established by the Group will be appointed by the Secretary of the Group.

3.11.5 The duration of subsidiary bodies' activities will be established by the RASG-MID.

REGIONAL AVIAITON SAFETY GROUP-MIDDLE EAST (RASG-MID)

PROCEDURAL HANDBOOK

PART II

**GROUPS OF RASG-MID
TERMS OF REFERENCE/WORK PROGRAMME/COMPOSITION/
ORGANIZATIONAL STRUCTURE**

MID ANNUAL SAFETY REPORT GROUP (MID-ASRG)**A) Purpose of the MID-ASRG:**

The MID-ASRG is established to:

- 1) gather safety information from different available sources to identify and determine the main aviation safety risks in the Middle East Region; and
- 2) develop the MID Region Safety Report on annual basis, for review and endorsement by the RASG-MID; ensuring the confidentiality/de-identification of data.

In order to meet its Terms of Reference, the MID-ASRG shall:

- 1) gather information from different available sources on the accidents and serious incidents that:
 - a) occurred in the MID Region (State of Occurrence);
 - b) involved aircraft registered in the MID Region (State of Registry); or
 - c) involved aircraft owned and/or operated by an Air Operator from the MID Region (State of the Operator).
- 2) review and analyse the accidents and serious incidents;
- 3) coordinate with MID States' focal points to get additional information on the accidents and serious incidents, as appropriate;
- 4) identify the risk category focus areas and emerging risks;
- 5) analyse the preliminary and final investigations reports of accidents and serious incidents conducted by States, including relevant safety recommendations; and safety analyses of incidents, and share the outcomes with the MID-ASRG;
- 6) identify root causes and contributing factors, in order to support the MID-SEIG in the development of mitigation measures;
- 7) develop an agreed and harmonized MID Regional dataset of accidents and incidents and provide feedback to the ICAO Safety Indicators Study Group (SISG); and
- 8) share the outcome of its meetings with the concerned MIDANPIRG subsidiary bodies, as appropriate.

B) Composition:

The MID-ASRG is composed of Members designated by the following RASG MID Member States and Partners:

States: All MID States

Partners: AACO, AIRBUS, Boeing, IATA, IFALPA and IFATCA

C) Roles and Responsibilities:

- MID-RASG Chairperson – Coordinate MID-ASRG activities and provide overall guidance and leadership;
- ICAO – Support; and
- Partners – Provide technical expertise and collaborate in the development of material as requested by the MID-ASRG Chairperson.

D) WORKING ARRANGEMENTS

- The Chairperson, in close co-operation with the Secretary, shall make all necessary arrangements for the most efficient working of the Subgroup. The Subgroup shall at all times conduct its activities in the most efficient manner possible with a minimum of formality and paper work (paperless meetings). Permanent contact shall be maintained between the Chairperson, Secretary and Members of the Subgroup to advance the work. Best advantage should be taken of modern communications facilities, particularly video-conferencing (Virtual Meetings) and e-mails.

- Face-to-face meetings will be conducted when it is necessary to do so.

AERODROME SAFETY, PLANNING AND IMPLEMENTATION GROUP (ASPIG)**A) PURPOSE OF THE ASPIG:**

- 1) As a Subsidiary body of the Regional Aviation Safety Group-Middle East (RASG-MID), the ASPIG is established to develop and implement Safety, Capacity and Efficiency Enhancement Initiatives related mainly to AGA issues including:
 - Aerodrome Planning and Design;
 - Heliports;
 - Aerodrome System Capacity Enhancement;
 - Aerodrome Certification;
 - Aerodrome Safety Management System;
 - Runway Safety;
 - Aerodrome Visual Aids for Navigation;
 - Aerodrome Operations and Services;
 - Ground Handling Operations
 - Aerodrome Emergency Response Planning;
 - Coordination between AGA and ANS: ATM/AIM/CNS;
 - AN Deficiencies in the field of Aerodrome Operations; and
 - MID Region priorities and implementation of Safety and Air Navigation objectives set on the MID Region Safety and Air Navigation Strategies, in line with the Global Aviation Safety Plan (GASP) and Global Air Navigation Plan (GANP).
- 2) In addition, the ASPIG should coordinate with other entities managing an extended scope including:
 - Air traffic management;
 - Aircraft operations; and
 - Aeronautical information management.

In order to meet its Terms of Reference, the ASPIG shall:

- 1) Monitor developments and continuously update the MID Region Implementation Plans in the field of Aerodrome Planning and Operations, including the implementation of ICAO provisions.
- 2) Follow-up and analyse achievements and progress in the implementation of certification of all aerodromes open for international aircraft operations, according to the Table AOP I-1 included in the Middle East Regional Air Navigation Plan (MID ANP), and promote safety management of aerodrome operations in the Region.

- 3) Ensure that the planning and implementation of Aerodrome design and operational requirements in the MID Region is consistent with ICAO SARPs and Global Air Navigation Plan and reflecting global requirements for adequate aerodromes and safety of aircraft operations with particular attention paid to the anticipated increase of traffic alleviating aerodrome congestion.
- 4) Ensure the continuous and coherent development of the Aerodrome Design and Operations parts of the MID ANP in a manner that is consistent with ICAO SARPs, the Global Air Navigation Plan (GANP) and the Global Aviation Safety Plan (GASP).
- 5) Facilitate the implementation of Aerodrome Design and Operations Services identified in the MID ANP Basic Building Block (BBB) and the Aviation System Block Upgrade (ASBU) Frameworks.
- 6) Monitor the MID Region operational safety and efficiency of Aerodromes Operations and identify the associated Air Navigation Deficiencies that impede the implementation or provision of efficient Aerodrome Design and Operation services, analyse, review and monitor steps and corrective action plans made by concerned States for resolution of such deficiencies.

ASPIG Deliverables:

- 1) Aerodrome Operations (AOP) parts of the MID ANP reviewed and, as necessary, amendment proposals prepared to update the MID ANP to reflect changes in the operational and global requirements.
- 2) Level of implementation of Aerodrome Design and Operations services monitored and, as necessary, facilitated to support the effective implementation of the BBB and ASBU priority modules
- 3) Air navigation deficiencies in the field of AOP (as listed in the MANDD database) reviewed and, as necessary, updated to reflect the current situation.
- 4) Draft Conclusions and Decisions formulated relating to matters in the field of Aerodrome design and Operations that come within the scope of the RASG/MIDANPIRG work programmes.
- 5) Progress report submitted to RASG and MIDANPIRG addressing the ASPIG deliverables.

B) COMPOSITION:

The ASPIG is composed of:

Permanent Members

The AGA focal points of the MID States (i.e.: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE and Yemen), officially assigned and communicated to the ICAO Middle East Regional Office by MID States, are the permanent members of the ASPIG.

Observers

The following Partners are the permanent Observers to the ASPIG:

- AACO Arab Air Carrier Organization
- ACAO Arab Civil Aviation Organization

- ACI Airports Council International
- AIRBUS Airbus Aircraft Manufacturer
- BOEING Boeing Commercial Airplane Company
- CANSO Civil Air Navigation Services Organization
- EUROCONTROL European Organisation for the Safety of Air Navigation
- COSCAP-GS Cooperative Development of Operational Safety and Continuing Airworthiness Programme-Gulf States
- EASA European Aviation Safety Agency
- Embraer Embraer Aviation International
- FAA United States Federal Aviation Administration
- 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
- IAOPA International Council of Aircraft Owner and Pilot Associations
- ICCAIA International Coordinating Council of Aerospace Industries Associations
- 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)

International Organizations, Airport Operators, Aircraft Operators, Maintenance and Repair Organizations, Regional Organizations, Training organizations, Aircraft manufactures, and Air Navigation Service Providers and any other allied organizations/representatives can be invited by ICAO/States to attend the ASPIG meetings in the capacity of observers.

C) **WORKING ARRANGEMENTS:**

Roles and Responsibilities:

- **Member States:** provide technical expertise and collaborate in the development and implementation of the ASPIG deliverables.
- **Partners:** provide technical expertise and collaborate in the development and implementation of the ASPIG deliverables.
- **ICAO:** acts as Secretariat and provides necessary support to the ASPIG.

Chairmanship:

The Chairperson will:

- 1) call for ASPIG meetings;
- 2) chair the ASPIG 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 ASPIG activities closely with the Secretariat; and
- 8) promote ASPIG and lobby for contributors.

In order to ensure the necessary continuity in the work of the ASPIG the Chairperson, the Vice-Chairperson are held by each Member State (i.e.: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia, Sudan, Syria, UAE and Yemen) for a period of three (03) years. The Chairperson chairs the ASPIG meeting in collaboration with the Secretariat.

Convening of meetings:

The ASPIG Meeting will be convened every 12 to 18 months. At each of its meetings the Group should endeavour to agree on the dates and venue of its next meeting.

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.

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.

D) WORKING ARRANGEMENTS

- 1) The Chairperson, in close co-operation with the Secretary, shall make all necessary arrangements for the most efficient working of the Subgroup. The Subgroup shall at all times conduct its activities in the most efficient manner possible with a minimum of formality and paper work (paperless meetings). Permanent contact shall be maintained between the Chairperson, Secretary and Members of the Subgroup to advance the work. Best advantage should be taken of modern communications facilities, particularly video-conferencing (Virtual Meetings) and e-mails.
- 2) Face-to-face meetings will be conducted when it is necessary to do so.

SAFETY ENHANCEMENT IMPLEMENTATION GROUP (SEIG)

1) PURPOSE OF THE SEIG:

- 1.1. support the RASG-MID in the development/update of the MID Regional Aviation Safety Plan (MID-RASP) and the monitoring of the implementation of Safety Enhancement Initiatives (SEIs) related to identified safety issues.
- 1.2. assist in the development, implementation and review of SEIs to reduce aviation safety risks. These SEIs could be established based on the analysis of regional data, based on ICAO initiatives or the initiatives of other relevant organisations or based on the risks and issues identified through the USOAP audits process.
- 1.3. recommend safety mitigations to the RASG-MID related to identified safety issues which would reduce aviation risks.
- 1.4. In order to meet its Terms of Reference, the SEIG shall:
 - a. follow-up the updates of the Global Aviation Safety Plan (GASP) and support the development, update and implementation of the MID Regional Aviation Safety Plan (MID-RASP) at the regional level and provide feedback to the RASG-MID;
 - b. identify and develop the SEIs, which are aligned with the regional priorities and targets, for implementation within the MID Region. The focus of these SEIs is to effectively and economically mitigate the safety risks identified by the ASRG;
 - c. identify difficulties, challenges and deficiencies related to the implementation of each SEI and propose mitigation measures;
 - d. identify assistance programmes such as, but not limited to, workshops, seminars and capacity building activities to improve the level of implementation of the approved SEIs by the RASG-MID;
 - e. share expertise and experience and provide recommended actions for each SEI, in a prioritized manner based on best practices;
 - f. monitor the status of achieving related safety objectives and targets included in the MID Region Safety Strategy;
 - g. identify areas of concern to aviation safety that may be unique to the region, and develop data and mitigations to address those concerns;
 - h. work closely with States and stakeholders to ensure that SEIs and mitigation measures are implemented through a coordinated effort;
 - i. propose input to the RASG-MID for the development of the RASG-MID Annual Work Programme; and
 - j. coordinate with relevant RASG-MID, MIDANPIRG and MID-RASFG subsidiary bodies issues of common interest.

2) COMPOSITION

The SEIG is composed of Members designated by the MID States and Partners.

3) ROLES AND RESPONSIBILITIES

- SEIG Chairpersons: Coordinate SEIG activities and provide overall guidance and leadership;
- ICAO: Support; and
- Partners: collaborate in the development of materials as requested by the SEIG, and provide technical expertise and support, as required.

4) MEETINGS ARRANGEMENTS

- The Chairperson, in close co-operation with the Secretary, shall make all necessary arrangements for the most efficient working of the SEIG. The SEIG shall at all times conduct its activities in the most efficient manner possible with a minimum of formality and paper work (paperless meetings). Permanent contact shall be maintained between the Chairperson, Secretary and Members of the SEIG to advance the work. Best advantage should be taken of modern communications facilities, particularly video-conferencing (Virtual Meetings) and e-mails.
- Face-to-face meetings will be conducted when it is necessary to do so.

ACCIDENT AND INCIDENT INVESTIGATION GROUP (AIIG)

1. PURPOSE OF THE AIIG

- 1.1 Enhance the effectiveness of MENA States' aircraft accident and incident investigation capabilities through the sharing of knowledge and experience in the field of aircraft accident and incident investigation.
- 1.2 Support and facilitate cooperation among the MENA States through managing the activities of the MENA Accident Investigation Regional Cooperation Mechanism (MENA ARCM).
- 1.3 In accordance with its Terms of Reference (ToR), the AIIG shall:
 - a. Encourage and support the development of aircraft accident and incident investigation common standards, rules and regulations for enhancing effective implementation of SARPs relevant to aircraft accident and incident investigation within MENA States.
 - b. Identify challenges that face the MENA States in the course of aircraft accident and incident investigations, and propose solutions.
 - c. Review the aircraft accident and incident investigation reports and the safety recommendations issued by MENA States, including the identification of possible trends.
 - d. Cooperate and coordinate with all partners for effective use of AIG resources available in the MENA States, including expertise, training capabilities, equipment, investigation know-how and information, standards and guidance, etc.
 - e. Develop an agreed and harmonized MENA States database of accidents and incidents and utilize this database for identifying operational safety risks and their corresponding controls/mitigations to enhance aviation safety.
 - f. Provide safety data and safety information on accidents and incidents to the MID-Annual Safety Report Group (ASRG) for the development of the MID Annual Safety Report.
 - g. Monitor developments in ICAO in respect of aircraft accident and incident investigation issues and propose initiatives to the RASG-MID.
 - h. Coordinate with SEIG on all Safety Enhancement initiatives (SEIs) related to AIG.
 - i. Manage the activities of the MENA ARCM in coordination with MENA ARCM Committee.
- 1.4 Roles and responsibilities of MENA ARCM Committee:
 - i. Advises and update the Chairperson of AIIG on the progress of the MENA ARCM activities.
 - ii. Acts as a liaison between their States and the AIIG to establish an agile communication link with the AIIG and to regularly attend AIIG and MENA ARCM meetings and teleconferences/video conferences.
 - iii. Contributes with expertise to conduct the work activities of MENA ARCM.
 - iv. Develops and update the MENA ARCM plan of action.

- v. Facilitates and support the implementation of MENA ARCM MoU.
- vi. Identifies the assistance requirements of MENA ARCM member States in terms of aircraft accident and incident investigation, training, sharing of information, best practices, etc.
- vii. Promotes and coordinates MENA ARCM activities within the authorities responsible for aircraft accident and incident investigation of States.
- viii. Encourages and recommends to MENA ARCM member States on the implementation of harmonised regulations and procedures.

2. COMPOSITION

The AIIG is composed of Members designated by the following MENA States, MENA ARCM Committee Focal Points (FPs), and Partners/Observers:

- **States:** MENA States/ MENA ARCM FPs
- **MENA ARCM Committee FPs:** Composed of Focal Points to be nominated by MENA ARCM member States.
- **Partners/Observers:** AACO, ACAO, Gulf Flight Safety Council, IATA, IFALPA, IFATCA, International Society of Air Safety Investigations (ISASI), Middle East and North Africa Society of Air Safety Investigators (MENASASI), Experts from relevant aviation industry.

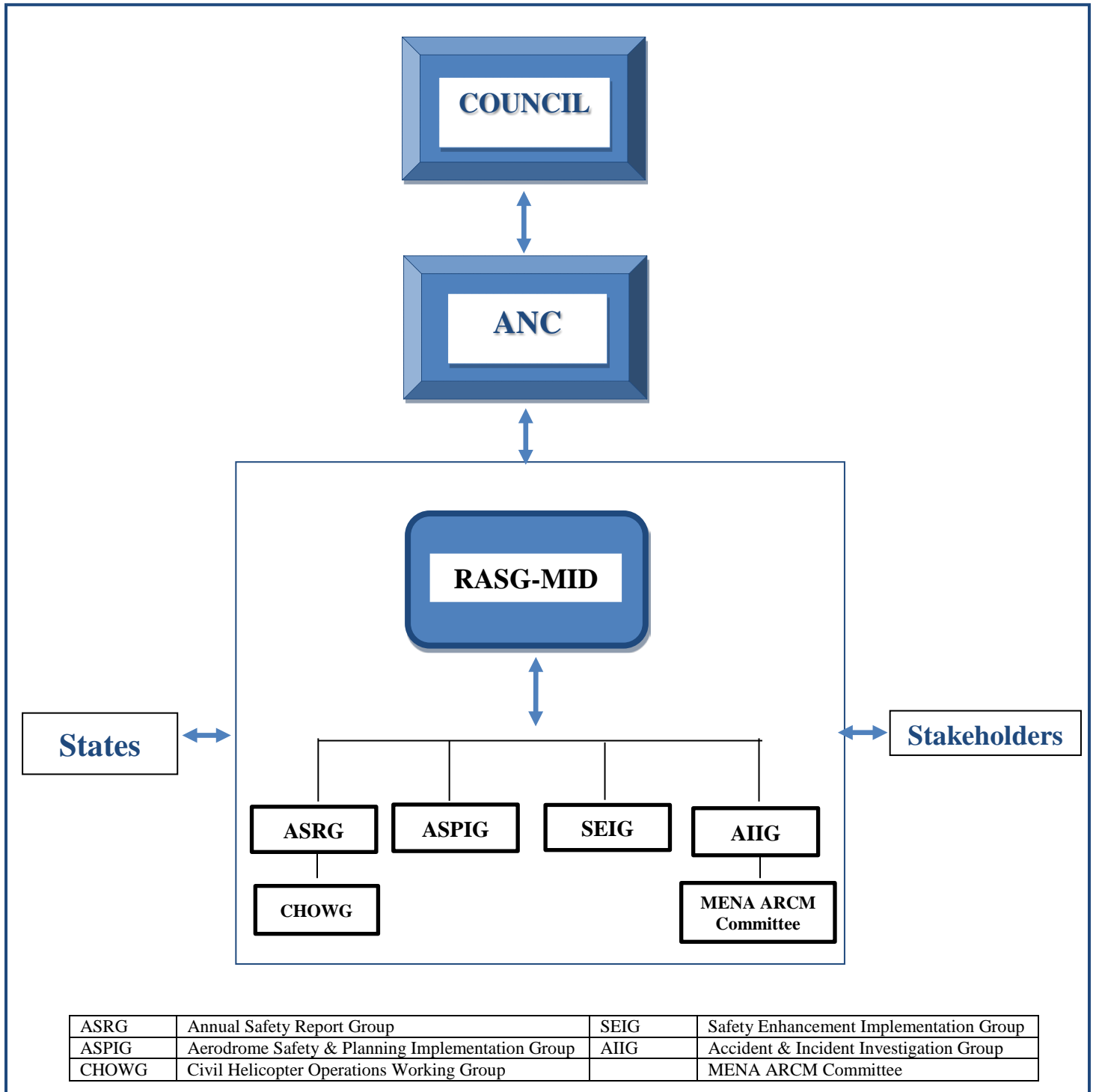
3. ROLES AND RESPONSIBILITIES

- AIIG Chairperson – Coordinate with Secretariat of AIIG for managing activities including the MENA ARCM activities and provide overall guidance and leadership;
- AIIG Vice Chairperson – Assist the Chairperson and when required;
- Members – Accomplish tasks related to AIIG and form representation of their States
- ICAO – Support; and
- Partners/Observers – Provide technical expertise as requested by the AIIG Chairperson.

4. MEETING ARRANGEMENTS

- The Chairperson, in close co-operation with the Secretary, shall make all necessary arrangements for the most efficient working of the AIIG. The AIIG shall at all times conduct its activities in the most efficient manner possible with a minimum of formality and paper work (paperless meetings). Permanent contact shall be maintained between the Chairperson, Secretary and Members of the AIIG to advance the work. Best advantage should be taken of modern communications facilities, particularly video-conferencing (Virtual Meetings) and e-mails.
- Face-to-face meetings as well as virtual meeting will be conducted when it is necessary to do so.

RASG-MID ORGANIZATIONAL STRUCTURE



Appendix A

Virtual Meetings Handbook



**ICAO MID REGIONAL OFFICE
VIRTUAL MEETINGS HANDBOOK**



**Version 1.0
February, 2021**

SECTION 1: ICAO MID REGIONAL OFFICE- VIRTUAL MEETING

1.1. OVERVIEW

The COVID-19 pandemic has presented a new global context leading to an unprecedented call for social distancing among people. Within this new norm, the digital interconnectivity and communication have emerged to become the major mean which brings people back together and ICT tools including virtual and conferencing tools became critical to human's life more than ever before. Before COVID-19, humanity has never faced such digital dependence to access vital information, products and services to survive.

Such rapid changes have affected the whole world and changed drastically the way we work, with many organizations including ICAO shifting to remote working arrangements in order to contain the transmission of the virus. ICAO MID Office had to adapt quickly to the new norm and put adequate resources to resume operations in an efficient way, by equipping staff with necessary equipment and tools to remotely access and share important information and provide support to its accredited States, Organizations, Industry Partners and other Aviation Stakeholders.

1.2. THE HANDBOOK

The ICAO MID Regional Office Virtual Meetings Handbook was developed to support and enhance the conduct of virtual meetings and remote communications arrangements during the COVID-19 Pandemic and after that. The Handbook provides information on the current systems available to host virtual meetings, including the various platforms, features, system settings, security measures and limitations.

MID Regional Office plays the lead role in organizing, facilitating and providing a wide range of support to virtual meetings within its geographical area of coverage. The technical considerations applied are consistent with the recommendations of ICAO HQ and industry norms on virtual meetings.

The Handbook is a living document that will be updated on regular basis to accommodate any changes happening due to the COVID-19 pandemic and other unforeseen events, and adjust remote work procedures and virtual meetings guidelines and instructions accordingly.

The virtual meetings became the new norm under the COVID-19 pandemic and might continue to be used as one of the main medium to conduct meetings in the future.

- **Advantages:** lower expenses, everyone can be involved, more environmental friendly, shorter sessions, more frequent meetings, the chance to record meetings, collaborate in real time.
- **Disadvantages:** interactions between participants are more challenging, visual and audio only, no human interaction, less dynamic, heavily dependent on technology mainly internet connectivity, and team members may be in different time zones.

1.3. COMMUNICATION

Communication with MID States, Organizations, Industry Partners and other Aviation Stakeholders. is currently done via two main mediums: Virtual Meetings and Webinars.

MS Teams and Zoom have been used extensively since the start of the pandemic as the essential tools for communication. [Zoom Support](#) [MS Teams Support](#)

SECTION 2: GUIDELINES ON THE EFFECTIVE CONDUCT OF VIRTUAL MEETINGS

2.1. BEFORE THE MEETING

Convening

- The procedure for the issuance of invitation letters and preparation of Documentation is the same for all type whether face-to-face, virtual or hybrid.

Registration

- Registration to virtual meetings is done via several options, including:
 - The ICAO Events Portal Registration site.
 - The built-in functions in virtual tools such as Zoom.
 - Microsoft Registration form template.
- The link for online registration shall be made available on the meeting page for easy access by states or delegates. Once online registration closes, the participants list is extracted from the system and meeting invitations are sent to approved participants.
- For meetings where online registration is not applicable, after verification and review of Participants lists and requests received, the meeting invitation link and instructions on how to join the meeting are sent to the confirmed attendees.

Technical Preparation

- The ability to conduct a successful virtual meeting where participants are located in different location is entirely dependent on technology. Effective planning and coordination is essential to ensure meetings success.
- It is important to know what virtual tool the meeting will require, review the agenda to determine which functions will best suit the meeting e.g. Polls, Q&A, breakout rooms, brainstorming, etc., certain virtual platforms like Zoom have inbuilt functionalities to support this. For platforms that don't have these functions, third party tools like pigeon hall can be used.
- Pre-event testing is very important to ensure successful preparation, and ensure settings and internet are working effectively. Involving staff or participants in the meeting test is very useful to ensure they are familiar with the virtual tool and functionality and that their settings are properly configured.
- Have a backup plan, virtual meetings depend on technology which may not always function as planned. In case of disruption to the meeting, or dropout due to internet connectivity challenges or technical glitches, laptop issues, your cohost can proceed to steer the meeting as you resolve any issues. Consider having a second device that you may switch as a backup option.

2.2. DURING THE MEETING

Netiquette: When Hosting a meeting take into consideration the following.

- Ensure that you join the virtual meeting ahead of time, at least fifteen minutes earlier than set time always join from a location or office with minimum background noise possible.
- In case of a hybrid meeting where the host and some participants are physically seated in the same Conference Centre, due consideration should be given on the number of expected seats to ensure social distancing is maintained with consideration of seating capacity of the conference room.

- Introduce participants to different functionalities in the virtual platform at the beginning and throughout the meeting, ensure participants are well informed of meeting etiquette, when to use their cameras and mics, how attendees to ask a question or comment. Assign a focal point to monitor the chat window and alert attendees when a question is raised or someone wants to talk.
- Participants who will be presenting or have responsibility for agenda items should be contacted ahead of time to effectively plan for the meeting and fine tune agenda and schedule.

Recording

- In the event the meeting/webinar recordings are to be shared with attendees, the concerned section will make the recordings available to the focal point to generate a video link (ICAO TV or MID Office YouTube channel) and either only made available to the selected delegates or it will be uploaded to the specific meeting page of the given section/unit meeting for public view depending on the classification of the contents discussed in the meeting.
- Prior to recording the meeting, the organizer will usually notify all attendees that the meeting will be recorded in case where the virtual platform being used does not have a notification disclaimer that displays on the attendees meeting window when the meeting recording starts.
- It's the responsibility of the meeting organizer/ focal point to ensure the meetings recordings are downloaded and stored on the proper allocated shared drive.

Features: The following features can be used by participants during the virtual meetings:

- Chat: Chatting is available to everyone. Participants who wish to speak during the meeting should send a Chat message using the virtual meeting interface. Whereas zoom has a private chat option, Microsoft Teams, currently doesn't support this function, therefore take caution when sending the message because it will be seen by everyone.
- Questions: If you have a question but do not wish to speak, use either the Chat function, or the virtual meeting question function (if supported) the Pigeonhole application [Pigeonhole Live](#) in case it is used. Pigeonhole is a third party application for Live Q&As, Polls, Quizzes, and Surveys, It is a useful audience interaction tool for virtual and in-person events and meetings.
- Raise your hand: Participants wishing to make an intervention or comment during the virtual meeting can use the "Raise your hand" feature to request the floor during discussions, after the intervention is made the participant should not forget to "Lower his hand".
- Mute/ Unmute: Unmute your microphone only when invited to speak, kindly remember to mute your microphone after the intervention is completed.
- Waiting Room/Lobby: Virtual meetings participants are admitted into the meeting from the lobby. However, the Host for the given meeting may modify the meeting settings to bypass this feature and automatically allow participants into the meeting. Participants who login to the meeting with unclear or ambiguous names may be denied entry into the meeting using the lobby feature.
It is important to ensure the appropriate settings in the virtual meeting platform are done in order to restrict participants from recording the session, screen sharing, muting others etc. unless approved by the meeting organizer

2.3. MEETING LOGISTICS

Internet

-
- As virtual meetings solely rely on internet, it is essential to test internet facilities prior and on the day of the event. It is also necessary to have an alternate internet backup option when hosting virtual meetings to cater for abrupt or unplanned service interruption.
 - Participants intending to make presentations during the meeting are encouraged to use PDF instead of PowerPoint, in the event of unstable or slow internet connection because it is lighter.
 - All relevant Documents and meeting materials should be shared with the Meeting team or the focal point, in case of internet connection failure or any technical difficulties that may be experiencing by speakers while trying to run their presentation in meetings.

Breaks

- The meeting organizer is in charge to arrange breaks depending on the meeting schedule and duration. Breaks allow for resetting of speakers and panel groups, and offer a good opportunity for networking.

Interpretation

- Language interpretation is considered a high priority for some MID States. Currently Zoom supports both English/Arabic interpretation. Virtual meeting participants can access the interpretation through preset audio channels.
- It is advisable to have a dry run before the event to test the interpretation facilities and also consider prepping interpreters with information about the event, speaker, and technical issues to ensure better preparation.

Q& A and Polls

- Q&A and Live polls provide instant understanding of knowledge levels, and the general feeling within the meeting, it could be used as an excellent mean to get attendees engaged and as an ice breaker.
- Q&A and Polls can be used via Zoom or a 3rd party application like pigeonhole. Participants have to scan the QR code to login and cast their vote or answer the questions. It can also be conducted anonymously. Q&A and Polling reports are generated and distributed as needed.

ATTACHMENTS

- [MS Teams Virtual Meeting- Guide](#)
- [Zoom Virtual Meeting- Guide](#)
- [Virtual Meeting Interpretation- Guide](#)
- [Virtual Meeting Etiquette- Guide](#)