



INTERNATIONAL CIVIL AVIATION ORGANIZATION

FIRST MEETING OF THE AFRICA-INDIAN OCEAN REGIONAL AVIATION SAFETY GROUP (RASG-AFI/1) Kampala, Uganda (26 – 27 March 2012)

Agenda Item 2: RASG-AFI Terms of Reference, Organizational Structure and Working Arrangements

RASG-AFI PROCEDURAL HANDBOOK

(Presented by the Secretariat)

SUMMARY
This paper presents to the meeting the RASG-AFI Procedural Handbook which contains guidance and the process on how to proceed with the RAG-AFI. The aim of this paper is to review and endorse the RASG-AFI Procedural Handbook at Appendix A
Action by the meeting is in paragraph 3
REFERENCE(S): C-Dec.190/4 APIRG Procedural Handbook
Related ICAO Strategic Objective(s): A

1. INTRODUCTION

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

2. DISCUSSION

2.1 The RASG-AFI Handbook contains the following Sections:

1. Background;
2. Terms of reference;
3. Working arrangements;
4. Procedure for the conduct of meetings of the RASG-AFI; and
5. RASG-AFI Organizational Structure.

2.2 The Background Section provides background and history information on the

establishment of RASGs by the ICAO Council as well as quotes from the ICAO 37th General Assembly Resolution (A37-4).

2.3 Section 2 contains the Terms of Reference of RASG-AFI (as presented in WP/xx)

2.4 Section 3 presents the Working Arrangements and includes the following Sub- Sections:

- Relations with States;
- Relations with other Bodies and Organizations;
- Administration of the Group;
- Meetings of the Group;
- Establishment of subsidiary bodies; and
- Reporting lines.

2.5 The procedure for the conduct of the RASG-AFI meetings is detailed in Section 4, which includes the following Sub-Sections:

- General;
- Convening of meetings;
- Establishment of the Agenda;
- Languages;
- Officers and Secretariat of RASG-AFI;
- Roles and responsibilities;
- Supporting documentation;
- Conclusions and Decisions of the Meetings;
- Conduct of business; and
- Reports.

2.6 A Draft RASG-AFI Organizational Structure is shown in Section 5.

3. ACTION BY THE MEETING

3.1 The meeting is invited to review, amend and endorse the RASG-AFI Procedural Handbook at **Appendix A** to this working paper.

-END-

APPENDIX A

INTERNATIONAL CIVIL AVIATION ORGANIZATION

REGIONAL AVIATION SAFETY GROUP-AFRICA-INDIAN OCEAN

(RASG-AFI)

PROCEDURAL HANDBOOK

First Edition-March 2012

RASG-AFI PROCEDURAL HANDBOOK - GENERAL

INTRODUCTION

FOREWORD

1.1 The Regional Aviation Safety Group-Africa-Indian Ocean (RASG-AFI) Procedural Handbook is a publication prepared by the ICAO Secretariat and adopted by the RASG-AFI. Its purpose is to provide, for easy reference, a consolidation of material, particularly of a procedural nature, about the work of the RASG-AFI. 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, organized 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 Western and Central African Regional Office website: <http://legacy.icao.int/wacaf/>.

RASG-AFI 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-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-MID for the Middle East region and RASG-AFI for the African and Indian Ocean 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-Africa-Indian Ocean (RASG-AFI) 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 AFI 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-AFI meetings are:

- a) those whose territories or dependencies are located partially or wholly within the area of accreditation of the ICAO Western and Central African and Eastern and Southern African Regional Offices; i.e.: *Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of Congo, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone, Togo, Angola, Botswana, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Somalia, South Africa, South Sudan, Swaziland, Uganda, United Republic of Tanzania, Zambia, Zimbabwe;* and
- b) those located outside the area which have notified ICAO that aircraft on their register or aircraft operated by an operator whose principal place of business or permanent residence is located in such States, operate or expect to operate into the area; or which provide facilities and services affecting the area.

2.1.2 Contracting States not meeting the above criteria and non-Contracting States are entitled to participate in RASG-AFI 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-AFI meetings in the capacity of observers.

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

ACI	Airports Council International
AFCAC	African Civil Aviation Commission
AFRAA	African Airlines Association
AIRBUS	Airbus Aircraft Manufacturer
ASECNA	Agence pour la Sécurité de la Navigation Aérienne en Afrique et à Madagascar

BOEING	Boeing Commercial Airplane Company
CANSO	Civil Air Navigation Services Organization
COSCAPs	Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (CEMAC, SADC, UEMOA, etc.)
EASA	European Aviation Safety Agency
FAA-USA	Federal Aviation Administration – United States of America
FSF	Flight Safety Foundation
IATA	International Air Transport Association
IFALPA	International Federation of Airline Pilots Association
IFATCA	International Federation of Air Traffic Controllers Association
RSOOs	Regional Safety Oversight Organizations (BAGASOO, CASSOA, etc.)
WFP (UN)	World Food Programme (United Nations)

2.1.4 The members and observers will serve as partners of RASG-AFI 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 develop and implement a work programme that supports a regional performance framework for the management of safety on the basis of the Global Aviation Safety Plan (GASP) and the Global Aviation Safety Roadmap (GASR), and
- b) Using the GASP and GASR, to build on the work already done by States, existing sub-regional organizations such as the Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAPs) and Regional Safety Oversight Organizations (RSOOs) and support the establishment and operation of a performance-based safety system for the region.

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 APIRG 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 AFI Region and States having aircraft on their register, which operate in the AFI Region, shall be kept fully informed of activities of the RASG-AFI. 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;
- 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 AFI 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-AFI.

3.3 Administration of the Group

3.3.1 The RASG-AFI shall be administered as follows:

- a) by a Chairperson elected from the Representatives designated by **Member States** of the Group. A First and Second Vice-Chairpersons shall also be elected from the said Representatives; and
- b) by the ICAO WACAF or ESAF Regional Directors who will alternate serving as Secretary of the RASG-AFI and APIRG to balance the Secretariat responsibilities between these two regional groups. In the execution of his duties the Secretary will be supported by appropriate Experts from the two Regional Offices 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 time work with a minimum of formality and paper work.

3.3.3 Between meetings of the Group, some subjects may be dealt with by correspondence and teleconferencing among appointed Representatives of its Member States and the ICAO WACAF and ESAF Regional Offices. However, if States are to be consulted this should be made through the relevant ICAO Regional Director, Secretary of RASG-AFI.

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 Offices in Dakar, or Nairobi. 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-AFI Steering Committee (RASC)

3.5.1 A RASG-AFI Steering Committee (RASC) composed of representatives from States, international/regional organizations and industry is established to guide the work of the RASG-AFI and ensure that safety initiatives are accomplished in a timely, effective and efficient manner. To this end, the RASC will:

- a) propose the RASG-AFI work programme;
- b) coordinate the activities of the RASG-AFI and all GASP/GASR safety related initiatives and adjust strategy as necessary;
- c) act as an advisory body to the RASG-AFI;
- d) provide regular safety environment assessments to the RASG-AFI;
- e) undertake any action required to ensure that the RASG-AFI achieves its objective to reduce aviation risks and minimize or avoid duplication of efforts in the AFI Region.

3.5.2 Regular meetings of the RASC shall be held monthly via teleconference on a day and time agreed to by the RASC. Special meetings of the RASC may be called by the Secretariat when deemed in the best interest of the Group.

RASG-AFI Steering Committee (RASC) Membership

3.5.3 The RASG-AFI Steering Committee (RASC) is composed of:

- a) The RASC Co-Chairpersons;
- b) RASG-AFI Chairperson and Vice-Chairpersons;
- c) RASG-AFI Secretary (supported by appropriate Experts from the ICAO WACAF and ESAF Regional Offices and ICAO HQ, as required);
- d) RASG-AFI Representatives or Alternates from the following stakeholders:

ACI
AFCAC

Airports Council International
African Civil Aviation Commission

AFRAA	African Airlines Association
AIRBUS	Airbus Aircraft Manufacturer
ASECNA	Agence pour la Sécurité de la Navigation Aérienne pour l’Afrique et à Madagascar
BOEING	Boeing Commercial Airplane Company
CANSO	Civil Air Navigation Services Organization
COSCAPs	Cooperative Development of Operational Safety and Continuing Airworthiness Programmes (CEMAC, SADC, UEMOA, etc.)
EASA	European Aviation Safety Agency
FAA-USA	Federal Aviation Authority – United States of America
FSF	Flight Safety Foundation
IATA	International Air Transport Association
IFALPA	International Federation of Airline Pilots Association
IFATCA	International Federation of Air Traffic Controllers Association
RSOOs	Regional Safety Oversight Organizations (BAGASOO, CASSOA, etc.)
WFP (UN)	World Food Programme (United Nations)

e) Other participants might be invited on ad-hoc basis, as required.

3.5.4 The RASG-AFI Steering Committee (RASC) Co-Chairpersons will be elected as follows:

- Two Co-Chairpersons from member States; and
- One Co-Chairperson from an RASC International Organization/Industry.

3.6 Establishment of subsidiary bodies

3.6.1 To assist in its work and support the development, implementation and prioritization of RASG-AFI 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 RASC. 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 RASC.

3.7 Reporting lines

3.7.1 The reports of the RASG-AFI 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-AFI

4.1. General

4.1.1 The RASG-AFI shall at all time work with a minimum of formality and paper work. 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 endeavor 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 AFI 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-AFI 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 languages of the meetings of the RASG-AFI and its subsidiary bodies (Safety Teams) shall be English and French.

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 and French.

4.5 Officers and Secretariat of the RASG-AFI

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, and Vice-Chairpersons 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 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 (WACAF or ESAF ICAO Regional Office Director), will also serve as Secretary of the meetings. He will be assisted by Experts from the two ICAO Regional Offices and ICAO HQ, as required.

4.6 Roles and Responsibilities

Chairperson(s)

4.6.1 The Chairperson will:

1. call for RASG-AFI meetings;
2. chair the RASG-AFI 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-AFI activities closely with the Secretariat and follow-up meeting outcomes and actions; and
8. promote RASG-AFI and lobby for contributors.

Secretariat

4.6.2 The Secretariat will support the Chairperson by providing administrative, coordination and technical support to the RASG-AFI. 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-AFI section of the Regional Offices websites;
5. track, monitor and facilitate action items and report status to the Group;
6. ensure alignment of RASG-AFI activities with the GASP/GASR;
7. maintain communication with the Co-Chairs, and RASG-AFI members;
8. identify required administrative support; and
9. manage the RASG-AFI 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,

Note: Each Member State of RASG-AFI will designate a Member, an Alternate and Adviser(s) able to support RASG-AFI goals and objectives. If designated representation changes, any proposed replacement must be submitted to the RASG-AFI Secretary.

4.6.4 RASG-AFI members will:

- a) come to the RASG-AFI 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-AFI; and
- c) share safety improvements with RASG-AFI members,

Non-Member Participant and Guest Observers:

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

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

4.7 Supporting documentation

4.7.1 Documentation for meetings of the RASG-AFI 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) Working Papers: constitute the main basis of the discussions on the various items on the agenda
- b) 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.
- c) Information Papers: are intended solely to provide participants at a meeting with factual information on developments of technical or administrative matters of interest to the Group.
- 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 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.

4.8.3 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-AFI 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

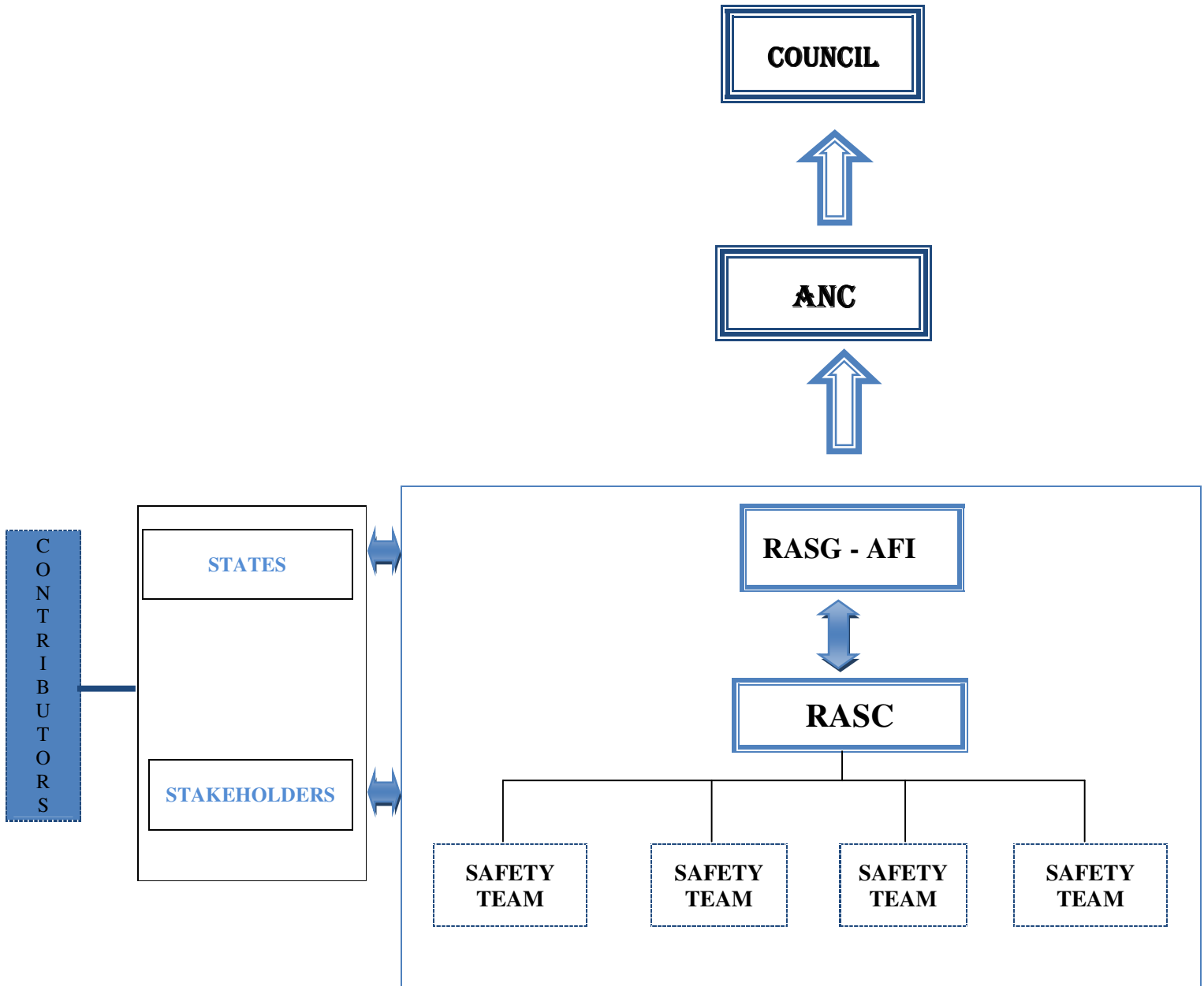
4.10.1 Reports on meetings shall be of a simple layout and as concise as possible and shall include:

- 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 and French 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 WACAF website and also be circulated, to all Member States, to Permanent Observers and concerned stakeholders.

5. RASG-AFI ORGANIZATIONAL STRUCTURE



STRUCTURE OF RASG - AFI

