



**COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN
FOR AVIATION SAFETY IN AFRICA
(AFI PLAN)**

**INTERIM GUIDELINES
FOR THE IMPLEMENTATION SUPPORT PROVIDED TO
STATES
BY THE ICAO REGIONAL OFFICE SAFETY TEAMS
(ROSTs)**

Prepared by the AFI Plan Secretariat - March 2023

PART I

INTRODUCTION

1.1 Purpose of this document

For the purpose of greater effectiveness, impact, efficiency and accountability, this document provides *interim guidelines* to direct the implementation support activities of the Regional Office Safety Teams (ROSTs) addressing the mandate of the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan)¹. Such ROST activities also address the safety related components of the Annual Work Programmes of the relevant ICAO Regional Offices as aligned with the results-based management (RBM) Business Plan of the Organization.

Future editions of the guidelines will be developed as necessary in close coordination with the Implementation Support Group (ISG) established by the Secretary General, based on the relevant Recommendations contained in the ICAO Office of Internal Oversight (OIO) 2022 AFI Plan Evaluation Report, the alignment of the AFI Plan with the ICAO Policy on the Implementation Support Provided to States adopted by the Council in 2022, as well as the Implementation Support Procedures Manual under development.

1.2 Policy on ICAO Implementation Support Provided to States

The ICAO Council during its 225th session approved, on 2 March 2022, the Policy on ICAO Implementation Support Provided to States (C-WP 15925 and C-DEC 225/6).

This policy enhances ICAO's role in supporting States with their implementation of ICAO Policies, Plans, SARPs, PANS and guidance materials. It also expects to improve the performance and results of ICAO implementation support provided to States, with a more relevant, consistent, efficient and effective implementation support integrated within the ICAO Business Plan.

The Implementation Support is defined as the ICAO actions in managing the programmes, projects and activities, which support and assist the implementation efforts of States through the provision of products and services.

Implementation Support constitutes the umbrella under which all different types of assistance are provided to States, whether it be in the form of technical cooperation or technical assistance. The implementation support management framework provides for a structured approach to the management and governance of development and provision of assistance in ICAO.

The Implementation Support provided to States consists of projects to be conducted within a project management framework, and non-project work (tasks) including business as usual operations, service delivery, support services and on-going change initiatives that are not run as projects.

This policy is applicable to all ICAO implementation support. Accordingly, structural, organizational and operational adjustments are needed to ensure that the Implementation Support provided to States under the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), is aligned with the new implementation support management framework.

Figures 1 and 2 below describe the different implementing levels (corporate/programme level, directing level, project or task management level, delivery level) that are involved in the implementation support management framework.

¹ The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan) was established in January 2008 in accordance with Assembly Resolution A36-1

Figure 1: Project Management Implementing Stage (Courtesy by ISG)

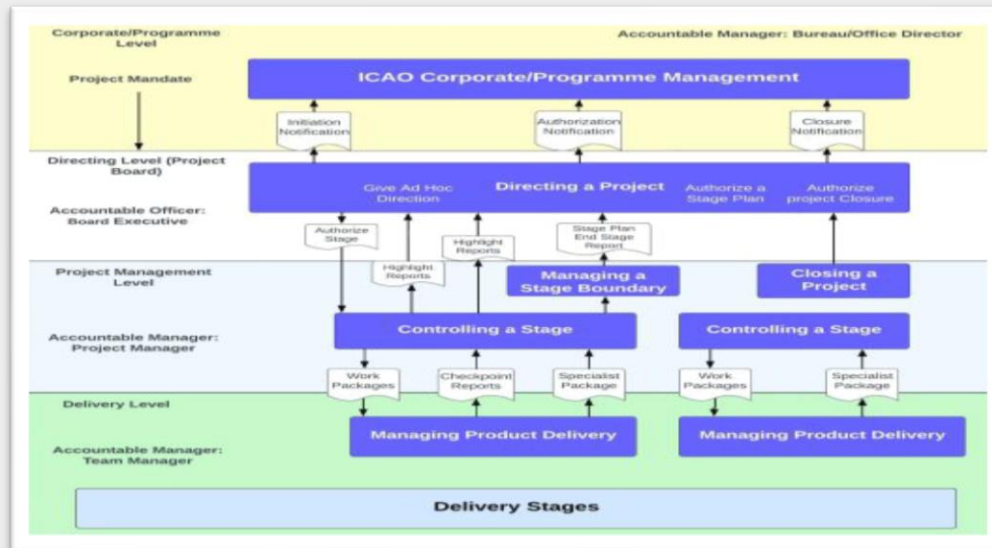
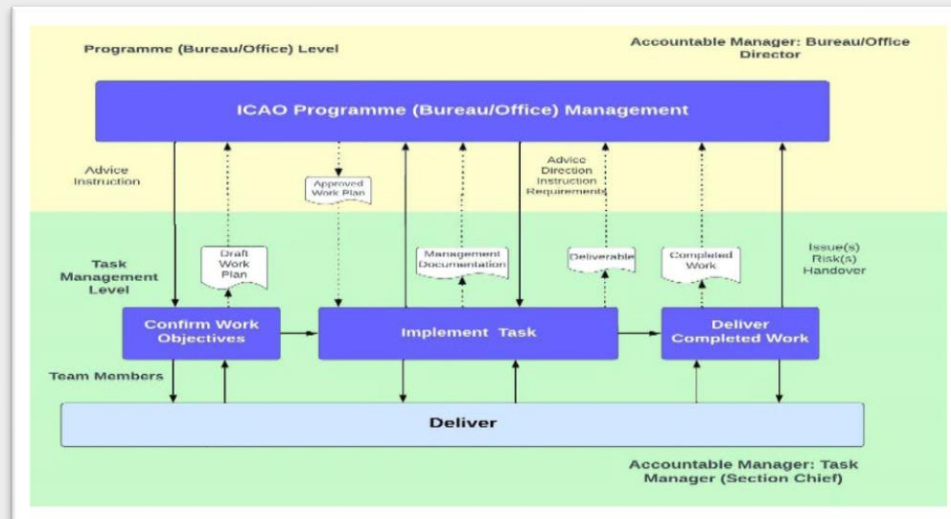


Figure 2: Task Management Implementing Stage (Courtesy by ISG)



1.3 The Implementation Support Group (ISG)

The ISG was established by the Secretary General, as a cross-Bureau/Regional Office technical group to periodically review the implementation Support Policy. Its terms of reference however also require it to advise the Secretariat on implementation support matters, including the management of voluntary funds, resource mobilization and the reporting of implementation support activities. The ISG provides advice and support that enables the Project Review Committee – ICAO Voluntary Fund (PRC-IVF) to perform its duties.

1.4 Results-Based Management

The 2023 – 2025 Business plan has adopted a results-based management (RBM) approach and includes a triennial Operating Plan in which the five ICAO Strategic Objectives are supported by tangible outputs and prioritized programmes and projects. RBM principles emphasize the need to use performance information for accountability and reporting to stakeholders for effective decision-making. Application of these principles allows managers to exercise more control over the activities and outputs for which they have responsibility, by becoming better equipped to take well-informed decisions and following up on lessons learnt.

The management of implementation support is well-tailored to RBM principles in view of its focus on the outputs, outcomes and benefits and on lessons-learnt, and its processes and procedures for the evaluation, monitoring and reporting of projects.



Figure 3: Application of RBM to ICAO implementation support

The emphasis of the current results-based management ICAO Business Plan and Triennial Operating Plan is on the expected outputs realized by programmes, projects and activities. The Strategic Objectives are broken down into outputs, which are the expected results of programmes, projects and other activities managed by the Secretariat, at both Headquarters and the Regional Offices.

In accordance with project management methodologies, implementation support work conducted at the *team, project and programme levels results in outputs, outcomes and benefits that in turn support the outputs* of ICAO, as stated in the Business Plan, and which are linked to the Strategic Objectives.

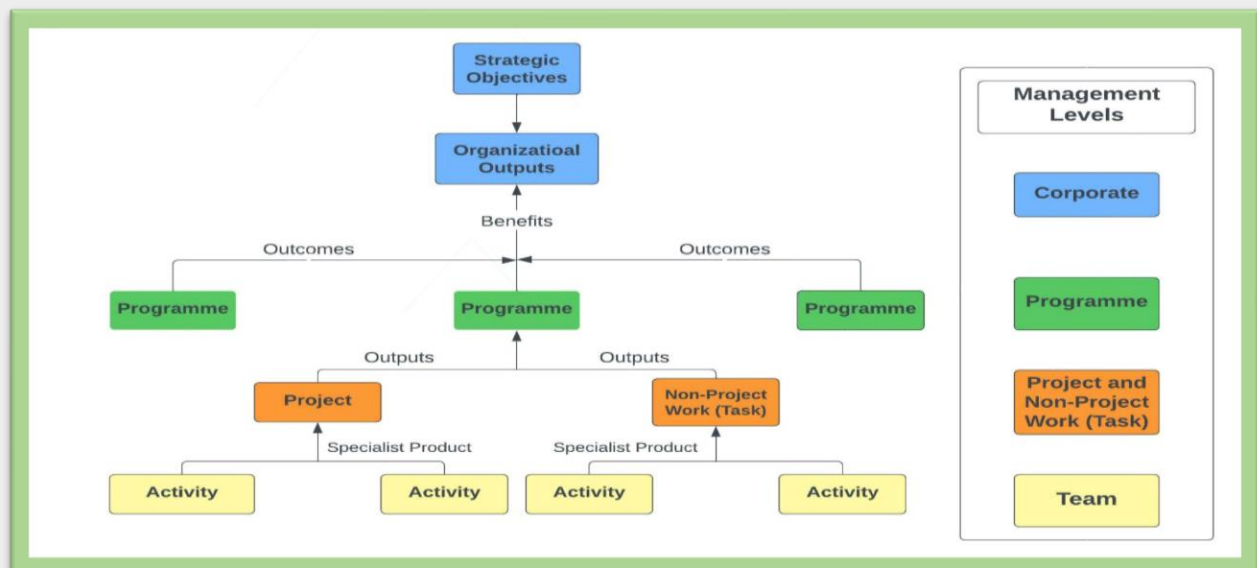


Figure 4: Implementation support work (Courtesy by ISG)

1.5 Oversight

Safety Oversight is defined as “a function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.”

The eight critical elements identified as the essential components of a State’s safety oversight system are as follows:

CE-1 — Primary aviation legislation;

CE-2 — Specific operating regulations;

CE-3 — State system and functions;

CE-4 — Qualified technical personnel;

CE-5 — Technical guidance, tools and provision of safety-critical information;

CE-6 — Licensing, certification, authorization and approval obligations;

CE-7 — Surveillance obligations; and

CE-8 — Resolution of safety issues.



Figure 5: USOAP critical elements

1.6 Establishment of Regional Office Safety Teams

The Special Africa-Indian Ocean Regional Air Navigation Meeting held on 24-29 November 2008 (SP AFI RAN/08) considered the establishment of Safety Teams in States and Regional Offices and noted that it is in line with the Global Aviation Safety Plan (GASP) process alluding to the fact that all stakeholders should be involved in the effort to give effect to GASP and enhance aviation safety. The meeting agreed to the following recommendations:

Recommendation 5/13 — Follow-up and continuous monitoring of the sustainability of implementation projects

That Regional Office Safety Teams be established in the AFI Region to ensure the continuity of the AFI Comprehensive Implementation Programme (ACIP) and to follow-up and continuously monitor the effectiveness and sustainability of implementation projects.

Recommendation 5/14 — Establishment of complementary safety teams

That Safety Teams be established by States, COSCAPs and other Regional Aviation Safety Agencies in the AFI Region to complement and work closely with the ICAO Regional Office Safety Teams.

1.7 ROST Terms of reference

The terms of reference of the ROSTs are provided as **Attachment A** to this document.

The guidelines provided in this document are anchored on the 2018 AFI Plan *Guidelines for ROST assistance activities* approved by the ICAO Directors of the Eastern and Southern African (ESAF) and Western and Central Africa (WACAF) Regional Offices.

1.8 ROST Technical Areas and related Standards and Recommended Practices (SARPs)



Figure 6: USOAP technical areas and Annexes to the Chicago Convention

PART II

INTERIM

GUIDELINES FOR THE IMPLEMENTATION SUPPORT PROVIDED TO STATES BY THE ICAO REGIONAL OFFICE SAFETY TEAMS (ROSTs)

1. Phased-approach to Implementation Support provided to States

- ✓ A three-phased approach is adopted by the Regional Office Safety Teams for the provision of implementation Support to States:
 - ✓ Phase 1: Pre-deployment - Fact-finding:
 - A series of activities to gain political support and approval/buy-in by the State for successful project implementation. This includes initial fact-finding / data collection activities.
 - ✓ Phase 2: Deployment – Organizational and Documentation analysis, Support and Development:
 - a series of on-site and/or remote activities by Subject Matter Experts in the relevant technical areas of Safety to provide recommendations aimed at organizational improvement, efficiency enhancement, heightening effectiveness and strengthening of the State civil aviation system, as well as to assist the State in the analysis, adaptation and/or development of regulatory documentation and guidance material and relevant activities.
 - ✓ Phase 3: Post-deployment – Conduct a post-deployment evaluation with the State to assess the attainment of expected benefits.

2. ROST - Implementation Support Non-Project Work / Task

Phase 1: Pre-deployment

- ✓ The focus and scope of the implementation support activity should be developed by each Subject Matter Expert (SME) specializing in the safety-related areas taking due account of
 - ✓ USOAP Corrective Action Plans (CAPs) for the technical area covered
 - ✓ AFI Plan Work Programme or Project Documents (as applicable) and time to be reserved for work on USOAP CMA-online framework (OLF);
 - ✓ Potential significant safety concerns (SSCs)
 - ✓ Annual Operating Plan as aligned with the RBM Business Plan, Key Performance Indicators (KPIs) and Targets
- ✓ Availability of funds
 - ✓ The Deputy Regional Director (DRD) should secure the availability of funds in coordination with the AFI Plan Associate Programme Officer and the Administrative Officer.
- ✓ Work Plan and Deliverables
 - ✓ Each SME should develop a Work Plan with clear and measurable deliverables in terms of the expected implementation support products and services, in coordination with the assisted State/Organization.
 - ✓ The SME Work Plan should be submitted to the Regional Director through the Deputy Regional Director, for approval, subject to availability of funds.

Phase 2: Deployment

- ✓ Dates of assistance activity to be cleared with the AFI Plan Secretary in coordination with the Regional Director, and agreed with State at least a month ahead
- ✓ Duration of assistance activity involving mission travel:

- ✓ High-level missions involving development / implementation of plans of action (as applicable): Two days
- ✓ First time missions involving SSCs, low EI or scheduled for USOAP/CMA – Five days
- ✓ Follow up visits – Three working days
- ✓ **Reporting**
 - ✓ **Outcomes/Results**
 - ✓ The implementation support activity report should include – as applicable – each SME's relevant recommendations aimed at
 - organizational improvement,
 - efficiency enhancement,
 - heightening effectiveness and strengthening of the State civil aviation system,
 - assisting the State in the analysis, adaptation and/or development of regulatory documentation and guidance material and relevant activities.
 - Determination of progress made;
 - USOAP online framework (OLF) progress attained in line with projections (to be reflected in mission summary reports and quarterly reports)
 - ✓ **Submission of reports**
 - ✓ The Executive Summary Report consolidating SME(s)' recommendations/inputs should be submitted to the Regional Director and the Secretary of the AFI Plan within seven (7) working days from the end of the implementation support activity.
 - ✓ The Final Report on the implementation support activity consolidating the results/outcomes of the implementation support activity, should be submitted to the Regional Director and the Secretary of the AFI Plan within four (4) weeks from the end of the activity.
 - ✓ **Record Keeping**
 - ✓ SME(s) should ensure that the executive summary report and the final report should be posted to the Central Repository of mission reports made available and accessible to Staff Members to ensure better coordination of missions, knowledge sharing and institutional memory purposes.

Phase 3: Post-deployment

- ✓ Evaluation with the State to assess the attainment of expected benefits.

3. ROST - Implementation Support Project

Phase 1: Pre-deployment

- ✓ Revision, updating and harmonization of project documents approved by the AFI Plan Steering Committee, reflecting detailed schedule of activities, missions, and updated list of beneficiary States
- ✓ Notification in writing to and sharing of project documents with all beneficiary States
- ✓ Availability of funds
 - ✓ The Deputy Regional Director (DRD) should secure the availability of funds in coordination with the AFI Plan Programme Manager and the Administrative Officer.
 - ✓ Project Team Leaders to coordinate project budget codes with the Administrative Section.

Phase 2: Deployment

- ✓ Team Leader to:
 - ✓ Coordinate implementation activities;
 - ✓ Monitor/exercise budgetary control, and

- ✓ Provide quarterly progress reports on activities.
- ✓ Where feasible, project implementation assistance missions should also include regular ROST activities

Phase 3: Post-deployment

- ✓ Evaluation with the State to assess the attainment of expected benefits.

4. ROST - Implementation Support Coordination

- ✓ Monthly Conference calls with supported States - coordinated by DRDs
- ✓ Monthly in-house meeting for briefing and coordination of assistance led by DRDs
- ✓ Coordination of Assistance between ROST, RSOOs, COSCAPs, States, RECs, AFCAC – Prior, during and post mission briefings and teleconferences, orientation on priorities and approach, and sharing of information/reports
- ✓ Where State Primary aviation legislation is being revised, ensure that all necessary Safety and Security provisions are taken into account

5. ROST - Implementation Support – Mission Travel Procedure

- ✓ **Attachment B** to these Interim Guidelines provides a description of the Implementation Procedure established for the mission travels undertaken by all Staff Members of the Western and Central African (WACAF) Regional Office. It focuses on the generation, filing and management of mission reports.
- ✓ The procedure is complemented by a detailed procedure on the administrative processing of mission travels which is aligned with the ICAO Administrative Instructions for Business Travel.

6. Implementation of the ROST Guidelines

The Deputy Regional Directors is responsible for a compliant application of the interim guidelines contained in this document by all Staff Members concerned.

ATTACHMENT A

INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO) COMPREHENSIVE REGIONAL IMPLEMENTATION PLAN FOR AVIATION SAFETY IN AFRICA (AFI PLAN) REGIONAL OFFICE SAFETY TEAM (ROSTs) - TERMS OF REFERENCE

1. INTRODUCTION

1.1 Pursuant to Assembly Resolution A36-l, and in cooperation and coordination with all stakeholders, the AFI Comprehensive Implementation Plan (ACIP), predecessor to the Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), developed a work plan to achieve the primary objectives of the AFI Implementation Plan. However, to ensure the sustainability of the work and objectives of ACIP beyond the four years initially envisaged, it was considered vital to include, at an early stage, a programme for the development and continuous monitoring of implementation projects.

1.2 In this perspective, it was recalled that the ACIP Steering Committee (ACIP-SC) had, during its Second Session (20 and 21 October 2008) approved the establishment of Regional Office Safety Teams (ROSTs) within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices. Further, the Special African-Indian Ocean (AFI) Regional Air Navigation (RAN) meeting held from 24 to 29 November 2008, (Durban South Africa) also recommended that ROSTs be established in the AFI Region to ensure the continuity of the ACIP Programme and to follow-up and continuously monitor the effectiveness and sustainability of implementation projects (SP AFI/08 Recommendation 5/13 refers).

1.3 Thus, the ROSTs were accordingly established in 2009 within the Eastern and Southern African (ESAF) and Western and Central African (WACAF) Regional Offices, with clearly defined Terms of Reference (ToR) and the broad objective of assisting States in building capacity and resolving outstanding USOAP related safety deficiencies.

1.4 Over the years, ROSTs, as part of the AFI Plan activities, have evolved. Having been integrated in the Regional Office Regular Programme, the ROSTs are instrumental in implementing the aforesaid activities and thereby achieving the objectives of the AFI Plan.

1.5 Subsequently however, the Report on the evaluation of the AFI Plan Programme conducted by the ICAO Evaluation and Internal Audit Office (EAO) in 2015 whilst affirming the continued relevance of the Plan, recommended the revision of the ROST ToR, in view of the expanded scope of technical areas of the AFI Plan, Assembly Resolution 38-7, and the evolving needs of the region. In so doing, opportunities for partnership and sustainability of the Plan are to be taken into account.

1.6 The ROST ToR have been revised accordingly, and aligned with current best practices, to facilitate an effective implementation of the work programmes of the AFI Plan.

2. COMPOSITION, RESPONSIBILITIES AND ACCOUNTABILITY

2.1 The ROST will be composed of the Deputy Regional Director, the Associate Regional Programme Officer responsible for the coordination of the AFI Plan, qualified Regional Officers responsible for safety and air navigation capacity and efficiency related areas including Personnel Licensing (PEL), Aircraft Operations (OPS), Airworthiness (AIR), Aerodromes and Ground Aids (AGA), Air Traffic Management (ATM), Communications Navigation and Surveillance (CNS), Aeronautical Information Management (AIM), Aeronautical Meteorology (MET) and Search and Rescue (SAR). The ROST can also include Accident Investigation (AIG) Officers based in the Regional Offices. Technical Assistance officers are also to be co-opted in the ROSTs to facilitate project preparation, monitoring and evaluation.

2.2 The Deputy Regional Director shall be the ROST Team Leader, and, under the overall responsibility of the Regional Director, will be accountable for the implementation of all technical activities to be coordinated and facilitated under the AFI Plan.

2.3 The AFI Plan Programme Manager, is responsible for close coordination and collaboration with the concerned Regional Offices to collate project documents funded under AFI Plan and submit them to the AFI Plan Steering Committee for consideration and approval.

2.4 The Regional Directors, in addition to providing the necessary directions and guidance to the Teams, have overall responsibility for the identification and selection of projects funded by the AFI Plan and activities in member States within their areas of accreditation, the implementation of which would be facilitated by the respective ROSTs.

2.5 The accountability of the Team members is to the Team Leader and through him, to the respective Regional Director and the Secretary of the AFI Plan with respect to the AFI Plan work programme.

2.6 The AFI Plan Steering Committee is responsible for setting the strategic goals and providing direction their implementation across the AFI Region. The AFI Plan Steering Committee is also responsible for the review and approval of projects to be undertaken and funded under the AFI Plan.

2.7 Other Regional officers may be assigned by the Regional Director to support the work of the ROST, as and when required.

2.8 The Regular programme core responsibilities and accountabilities of the Deputy Regional Director and any Regional Officers' assigned AFI Plan tasks remain unchanged.

3. SCOPE OF THE WORK OF THE ROST

3.1 Under the direction of the Secretary of the AFI Plan, ROSTs will be responsible for the conduct of the specific safety gap analyses in States, for the identification of existing gaps and for the development of appropriate recommendations to fill in the identified gaps.

3.2 The ROST shall provide appropriate support to States in their efforts to resolve deficiencies identified through the ICAO process Universal Safety Oversight Audit Programme (USOAP) activities, and through the gap analysis process undertaken under the AFI Plan or other appropriate mechanisms. Such assistance may also be provided when a member State requests assistance.

3.3 Areas, where support is to be provided to States with Significant Safety Concerns (SSCs), will be identified through the Monitoring and Assistance Review Board (MARB) at ICAO Headquarters; gap-analysis recommendations and through consultation between the Regional Office Director, the AFI Plan Secretary and the State(s) concerned;

3.4 ROSTs will be responsible for developing and facilitating implementation of specific projects funded under AFI Plan tailored to support selected States, including the conducting of seminars, workshops and training courses planned in their respective States of accreditation. This will be done under the overall leadership of the Regional Director and in consultation with the Secretary of the AFI Plan. Training courses shall be conducted in accordance with the ICAO Training Policy.

3.5 The AFI Plan Secretary, supported by the Associate Regional Programme Officer, shall be responsible for the monitoring and evaluation of the effectiveness and sustainability of the assistance provided at a national or regional level with the following objectives:

- a) Systematically monitor and periodically assess the effectiveness of the assistance provided to resolve identified deficiencies or enhance aviation safety in the State(s) or region concerned;
- b) Monitor and periodically assess the ability of the State to sustain actions implemented and ensure continuing effectiveness;
- c) Identify the need for additional assistance or support to further enhance aviation safety at State and/or regional level; and
- d) Coordinate partners' activities for effective implementation and for the purpose of avoiding duplication of efforts related to safety activities in the region; and
- e) Identify and provide the necessary technical backstopping to ICAO projects and other initiatives in the area of safety.

4. SCHEDULE OF ACTIVITIES

4.1 Assistance to States through specific projects funded by AFI Plan including workshops, seminars, training and ROST activities shall be based on the annual AFI Plan work programme approved by the Steering Committee that has been established in coordination with the Regional Offices. Support to State-related activities shall be determined following an assessment of priorities considering the goals set by the AFI Plan Steering Committee and Regional targets.

4.2 Further direction may be provided by the Secretary General in line with the goals and objectives of the Plan.

4.3 A schedule of activities shall be established with the aim of meeting timelines recommended by the Plan Steering Committee for the successful implementation and follow up of safety improvement activities in the AFI Region, based upon a comprehensive assessment of States and feedback regarding the progress made in resolving USOAP related safety deficiencies.

5. RESOURCES, LOGISTIC ARRANGEMENTS, REPORTING AND CONTROL

5.1 The activities of the ROSTs shall form part of ICAO activities under the AFI Plan. Accordingly, the AFI Plan shall be the primary source of resources for the implementation of the work of the ROSTs.

5.2 The AFI Plan Steering Committee has the overall authority to approve the projects and activities to be implemented under the AFI Plan and supported by ROSTs, as well as the related budget. Also, in coordination with the respective Regional Director, the Steering Committee should set the required strategic goals necessary for the effective execution of the programme activities.

5.3 The AFI Plan Secretary has the responsibility to ensure effectiveness and accountability of resource allocation and, in coordination with the relevant Regional Director to ensure the effective and timely implementation of activities undertaken by the ROST.

5.4 Effective control of ROST activities planned and undertaken is the joint responsibility of AFI Plan Secretary and the relevant Regional Office Director.

5.5 Travel and resource allocation shall be conducted in line with ICAO policies and any other directives that may be received from the Secretary General, in consultation with the AFI Plan Steering Committee as may be necessary; and

5.6 The deliverables/outputs achieved through ROST missions should be compiled in a timely manner in the form of an executive summary and detailed reports should be shared with all relevant stakeholders within ICAO, in order to acknowledge the progress and/or any shortcomings identified, for necessary action.

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ATTACHMENT B

**INTERNATIONAL CIVIL AVIATION ORGANIZATION
WESTERN AND CENTRAL AFRICAN OFFICE, DAKAR**

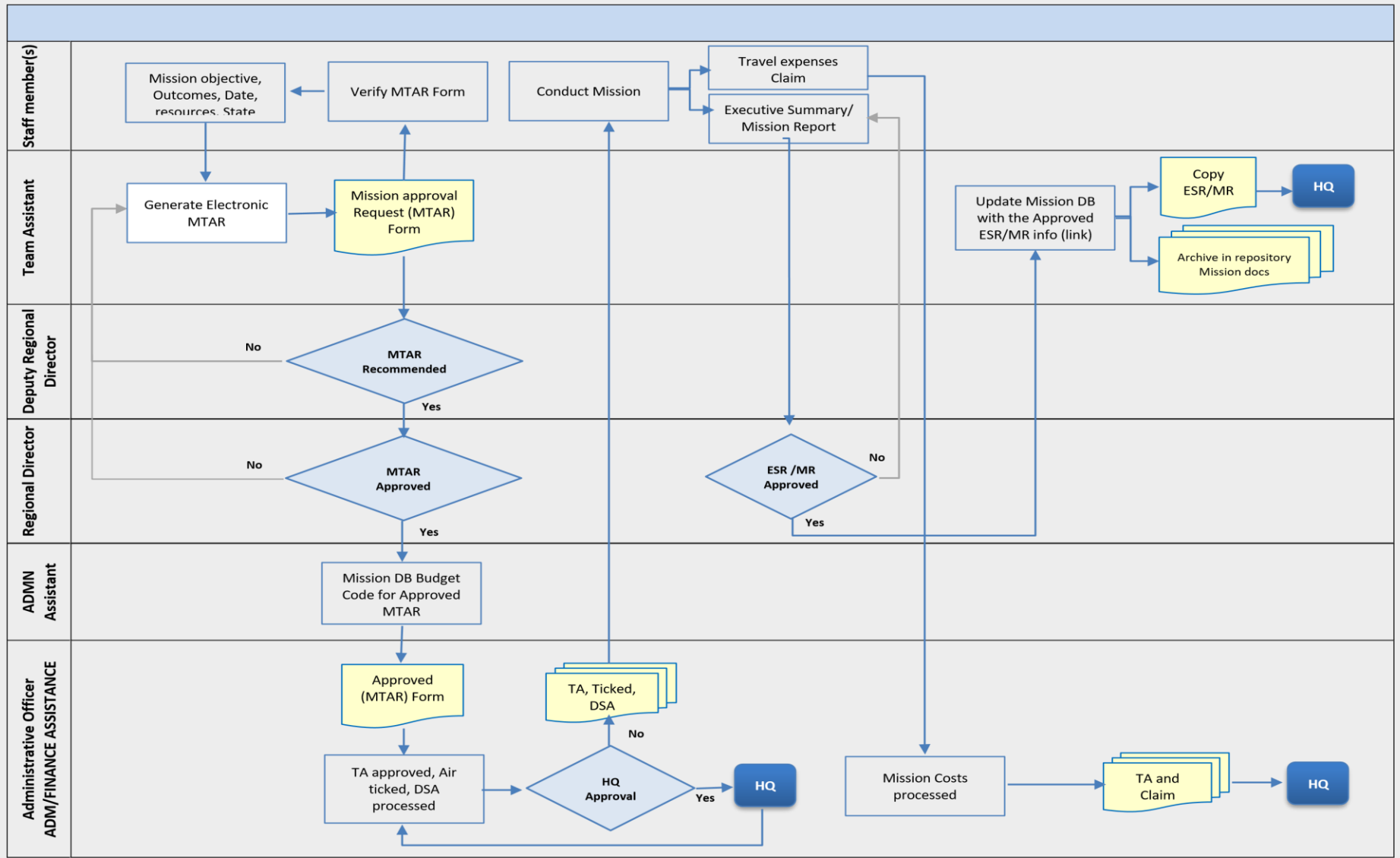
Implementation Procedure for Mission Travels

	Activity	Resource Persons	Expected Outputs/Results
1.	Generation of a mission approval request form based on the approved Operating Plan / Work Programme of the Regional Office, and submission for approval	Staff member(s) / Team Assistant.	Mission approval request form submitted to DRD for recommendation and subsequent RD's approval
2.	Recommendation and Approval of MTAR by the DRD and RD.	DRD/RD	Approved MTAR
3.	Approved MTAR information entered in the Database.	Front Office/Designated Assistant.	Relevant information i.e. dates of mission, resource person(s), objectives, outcomes and source of funds extracted by the designated Assistant. Information populated in the Mission database.
4.	Travel Authorization, air ticket and DSA is processed in accordance with the applicable Administrative Instructions and Procedure.	Administrative Officer / Administrative Assistant.	Travel Authorization approved, air ticket issued and DSA disbursed to Staff member(s).
5.	Preparation, coordination with the States/ stakeholder involved and effective conduct of the mission.	Staff member(s) undertaking the mission	Mission coordinated and effectively conducted.
6.	Preparation of draft Executive Summary and travel expenses claims.	Staff member(s) who undertook the mission/	Executive Summary report submitted for RD's approval through DRD. Submission of travel expense claim(s) to Finance Officer/Assistant.
7.	Submission of Executive Summary report for approval by RD through DRD.	Team Assistant/Front Office	Approved Executive Summary report by RD.
8.	Creation in the mission database of a hyperlink to the Executive Summary report.	Designated Assistant	Mission undertaken linked to the relevant executive summary report.
9.	Transmission of the approved Executive Summary to the relevant ICAO Headquarters Bureaux and Mission documentation archived.	Front Office/Designated Assistant	Approved Executive Summary report sent to HQ and filed in the designated folder using the following format: State visited/Designation of Resource Person(s)/Dates of Mission.
10.	Travel expense claim(s) Collection and mission costs processed.	Designated Assistant/Administrative Officer/Administrative and Finance Assistant.	Cost of the mission indicated in the mission database in accordance

Activity	Resource Persons	Expected Outputs/Results
		with Travel Authorization and travel expense claim.
11. Submission of travel expense claim(s)	Staff member(s) who undertook the mission or the Team Assistant	Travel claim forwarded to HQ for processing.
13. Preparation and Submission of draft final report for review and approval by RD through DRD.	Staff member(s) / Team Assistant/Front Office.	Approved final report by RD.
14. Creation in the mission database of a hyperlink to the final report.	Staff member(s) who undertook the mission or the Team Assistant	Mission undertaken linked to the relevant final report.

Nota Bene:

- ✓ Cost Recovery missions are subject to the same Procedure as regular WACAF Work Programme missions.
- ✓ Unless otherwise advised, USOAP/USAP/GAT initiated missions are exempted from the Procedure except for Steps 6, 7, 13 and 14 (missions' procedures and facilitation carried out by ANB, ATB and GAT at ICAO HQ)
- ✓ The missions database will be located in the Shared Drive [\\WACAF-PEACE\ICAO WACAF Mission report Database\](#)
- ✓ The database (excel file) and the repository shall have filter options for ease of retrieval of required information.
- ✓ The Designated Assistant shall have full access rights with the other staff members being accorded limited access rights.



PROCESS WORK FLOW