



43rd Closed Session of the Global Privacy Assembly

October 2021

Adopted Resolution on the Future of the Conference and the Secretariat

This Resolution is submitted by:

SPONSORS:

- The Information Commissioner's Office (ICO), **United Kingdom**

CO-SPONSORS:

- Federal Data Protection and Information Commissioner (FDPIC), **Switzerland**
- Information and Data Protection Commissioner (IDP), **Albania**
- Office of the Privacy Commissioner (Te Mana Mātāpono Matatapu), **New Zealand**
- Office of the Privacy Commissioner (OPC), **Canada**
- Federal Commissioner for Data Protection and Freedom of Information (BfDI), **Germany**
- Gibraltar Regulatory Authority (GRA), **Gibraltar**
- National Privacy Commission (NPC), **The Philippines**
- Commission Nationale de L'informatique et des Libertés (CNIL), **France**

The 43rd Global Privacy Assembly 2021:

Recalling that:

At the 40th Conference, the [Road Map on the Future of the International Conference](#) was adopted.

This established plans for the development of a funded, stable Secretariat, in place for renewable terms of three years or more, and for the establishment of membership fees and its modalities.

This also mandated the Working Group on the Future of the Conference to prepare, in close cooperation with and by regularly reporting to the Executive Committee, a proposal for potential adoption at the 41st Conference which:

- Proposed the necessary changes to the GPA Rules & Procedures, including formalising the role and structure of the Secretariat, whether it is provided by one or more authorities and the establishment of membership fees;
- established a Scope of Work for the Secretariat;
- consulted members on a final fee structure;
- collected the necessary information from members to determine which fee group they are in;
- called for a volunteer authority (or authorities) willing to host the Secretariat; and,
- determined the most practical way to collect membership fees

In 2019, the Closed Session agreed to implementing a phased approach, whereby the Secretariat will initially be a funded entity separate from the Chair and serviced by a member authority, renewable for a term of four years.

Recognising that:

The Future of the Conference Working Group has carried out significant work in these areas from 2018 to 2021 to ensure that the GPA is prepared for such a change.

As the Assembly continues to modernise, develop its policy approach, and grow in global influence, a funded and stable Secretariat is needed to support the Executive Committee and membership in keeping pace with this change.

The GPA now needs a forward-thinking approach in enabling a wider range of authorities to take on Secretariat responsibilities so that no single authority need bear the burden of providing the resource required to reap the collective benefit of the GPA's global work.

The Covid-19 pandemic has demonstrated the extended reach that the GPA is now achieving, and the Assembly is now more than ever supporting development of shared positions on global issues and providing capacity building for all.

The GPA membership has now been extensively consulted via written procedure and engagement with members through regional networks in 2021 on the final indicative fee-funded model, and this consultation has concluded an overwhelming majority of members in favour of the structure of the proposed model.

The overall results of the consultation can be found in the 2021 FOTC Working Group Report.

The call for volunteer authorities willing to host the Secretariat must be done at a later date.

The 43rd Global Privacy Assembly therefore resolves to:

- Adopt the indicative fee-funded model in principle and as set out in the Explanatory Note at Annex 1; whereby the model proposes fee tiers but reserves that any proposal for exact fees to be paid be decided at a later date, and in line with the timeline proposed.
- Approve the proposed timeline to establish the Road Map to achieve the Funded Secretariat in Practice (2022-2026), as outlined in the Annex 2.
- Incorporate the proposed changes to the Rules and Procedures, as set out in Annex 3, which will allow for a more flexible yet stable Secretariat. The proposed changes to the Rules and Procedures also enable the Assembly to Separate the Chair from the Secretariat by choosing two different authorities to work together to provide the Chair and Secretariat, but also to be able to return to the original hosting model, whereby a single authority provides the Chair and Secretariat, should the needs of the Assembly require this flexibility.
- Mandate the next Executive Committee, according to the proposed timeline in Annex 2, on establishing a Secretariat Selection Committee to develop further modalities for the collection of fees, based on estimates provided, and to recommend a Secretariat Host candidate.

Annexes

Annex 1	The Funded Secretariat Explanatory Note
Annex 2	The Road Map to Achieve the Funded Secretariat in Practice
Annex 3	Proposed Amendments to the GPA Rules and Procedures

The Agencia de Acceso a la Información Pública (AAIP) Argentina abstains from this Resolution.

Annex 1. The Fee-Funded Secretariat Explanatory Note

1. Background

The GPA has been addressing the possibility of a funded Secretariat for several years. As the Assembly continues to modernise, develop its policy approach, and grow in global influence, a funded and stable Secretariat is needed to support the Executive Committee and membership in keeping pace with this change. The Covid-19 pandemic has demonstrated the extended reach that the GPA is now achieving, from the GPA-OECD workshops in summer 2020 to the recent Joint Statement on the use of health data for travel purposes. In its wider work to deliver the Policy Strategy, the Assembly is now more than ever supporting development of shared positions on global issues and providing capacity building for all. All of this demands a modernised approach to the provision of the Secretariat to support the ambition we all have for this truly global community of Privacy and Data Protection authorities.

The work on a funded Secretariat is rooted in the [Resolution on a Roadmap on the Future of the Conference](#) adopted at the 40th Annual Meeting (2018). The Resolution mandated the FOTC WG to carry out work on five work streams, the fifth being:

5. to establish plans for the development of a funded, stable Secretariat, in place for renewable terms of three years or more, and for the establishment of membership fees and its modalities.

A proposal was put forward for consideration by the Working Group at the 41st Annual Meeting. It recommended a **phased implementation approach** towards the establishment of a permanent GPA Secretariat, whereby the **Secretariat** would initially be a **funded** entity separate from the Chair but **serviced by a member authority** for renewable terms of four years. Whilst the fee-funded approach was supported by the majority of members, it was agreed to explore the possibility of the GPA Secretariat being established as a separate legal entity before further progressing with implementation of the suggested approach. That latter work concluded that associated risks meant it was not the right time to move to a separate legal entity model.

2. Why a Funded Secretariat

The Working Group is tasked with developing a funding model that ensures stability of the GPA Secretariat and the continuity of the GPA. Fee-funded models are common across international organisations and reflect both the importance of the organisation and the commitment of members to its activities.

Overall, the membership fee (self-funding) model presents several **strengths**:

- It would allow for a **proportionate distribution of fees**, thus being **fairer to the GPA membership**.

- It would **allow** the Secretariat to **plan ahead** for yearly activities as there would be a known income stream.
- It would allow the GPA to **maintain its independence** and pursue its own activities, driven by its membership rather than tailor its work to producing project-related work.
- Research has indicated that many **similar networks follow a similar funding structure** whereby a large portion of the activities are covered by membership fees.
- Work carried out by the Working Group has indicated that there are **no viable external sources of funding** to support the operating Secretariat costs. Therefore, a fee-funding model is the least risky option for the GPA.

3. The Secretariat's functions

To understand why a funded Secretariat is needed, it is important to understand its tasks and the resources which are allocated to operating it. Importantly, since the member consultations in June we have looked again at the costs and wish to present this model as a **minimum cost model**.

At minimum capacity, the Secretariat's responsibilities are the following:

- **Information Management:** The Secretariat, under the present GPA Rules and Procedures, is tasked with the management and preservation of the documents and files of the Assembly.
- **Support and Liaison Work:**
 - The Secretariat currently acts as an **intermediary between the Chair, the Executive Committee, the Strategic Direction Sub Committee (SDSC) of the ExCo and the GPA membership**, although this is not stipulated in the Rules and Procedures.
 - It supports the Executive Committee's **Accreditation Subcommittee** and the **Host Selection Subcommittee**.
 - It supports the **Hosting Authority** with organising the Annual Meeting.
 - It acts as a liaison point for the **Volunteer Translation Network** and ensures information is appropriately translated into French and Spanish.
 - Since the 41st GPA Annual Meeting, the Secretariat took up the responsibility of coordinating the establishment of the **GPA Reference Panel**. Recruitment of future Reference Panel members, either within or at the end of the two-year term, will likely to be carried out by an Assessment Group but is expected to require Secretariat support.
- **Communication and Promotion Work:**
 - The Secretariat, on behalf of the Executive Committee, ensures that GPA activities are promoted via the GPA's main **channels of communication** (ie GPA website, Twitter and online video accounts).
 - It also acts as the main point of communication between **the GPA and other networks** (e.g. APPA, GPEN and CTN).
- If the following model is adopted, some liaison to support the Executive Committee oversight of the **GPA's financial affairs** would be added to the Secretariat's duties. This would potentially

entail reporting to the Executive Committee and the GPA membership on the yearly budget and expenditures.

4. An indicative Secretariat budget

To carry out the above tasks effectively, the Secretariat will require resources which will make up its budget. To account for the fact that labour and administration costs are relatively higher in the UK (the current Secretariat host) compared to the overall membership of the GPA, we have adjusted the Secretariat budget based on GDP per capita (in Purchasing Power Parity terms).¹

At **minimum capacity**, this work can be carried out by 2.5 full-time staff (FTEs), equating to approximately **\$210,000**.

Table 1. Indicative Secretariat budget at minimum capacity

Cost category	Cost description	Total costs
Human Resources	Salary for 2.5 FTEs	\$ 193,400
	Salary oncosts (national insurance, employer pension contribution)	
	Overtime working	
	Reserve cover for sick leave or parental leave	
	Travel and representation at international meetings	
	Legal support (for eg set up of contracts)	
Administrative costs	Records Management System	\$ 15,200
	Phone account	
	Bank charges	
	Office supplies	
	Services (e.g. document translation)	
	Website and maintenance	
Total		\$ 208,600

5. The Fee-Funded Model

We adopted **three key** principles when developing the model:

- **Fairness:** The model should ensure that members are treated fairly and that their fees reflect what each member can afford to pay as well as their rights as members and the services they receive from the Secretariat.
- **Transparency:** Ensuring the model is clear and easy for members to understand is key to widespread acceptance.
- **Robustness:** The model should be rigorously tested and reflect available evidence and learning from financial models for similar organisations.

Work was undertaken by the ICO’s Economic Analysis team, in collaboration with the Working Group Chair, to develop a model that implements these principles.

¹ This is done by dividing the average estimated GDP per capita for all members by the GDP per capita for the UK and multiplying by the total budget for 2021. Sources: World Bank (2021) GDP per capita (PPP); CIA (2021) World Factbook.

To take account of the principle of fairness, each member was assigned into **one of three affordability tiers** to reflect their ability to pay fees. This type of approach is common to other international organisations such as the World Health Organisation or funding for United Nations Peacekeeping Operations where members pay an assessed contribution which partly reflects the wealth of each member and the services they are likely to receive.²

To assign affordability tiers, we considered two factors for each member, namely:

- **GDP per Capita (in purchasing power parity):** to account for the wealth of a region/economy in a way that reflects the wealth of individuals that the member represents. Data has been taken from reliable sources such as the World Bank and the CIA World Factbook.
- **Authority Budget:** to reflect the scale of funds an authority is able to spend. Data has been taken from the Census, where available, or modelled as described below. Additional supporting information was provided by some authorities in the June consultation.

In cases where information on Authority Budgets was missing from the Census or was not provided in the June consultation, it was necessary to make some assumptions, as follows:

1. For those that provided an FTE figure but no budget figure, the average Authority Budget per FTE from the Census was applied to estimate their overall budget.
2. For those that did not provide any information, an average Authority Budget: Annual GDP ratio was applied. In the absence of any other information, this was seen as the most appropriate and proportionate approach as annual GDP can be seen as a reasonable indicator of an authority’s budget.

To assign the tiers, we split the members into those **above and below average** based on each of the factors (GDP per capita and Authority Budget) as follows:

- **High:** where members are in the top 50% for both authority budget and GDP per capita
- **Medium:** where members are in the top 50% for one factor but the bottom 50% for the other factor
- **Low:** where members are in the bottom 50% for both authority budget and GDP per capita

Authority Budget	Above Average	Medium	High
	Below Average	Low	Medium
		Below Average	Above Average

GDP per Capita

Figure 1. Allocation to high, medium and low tiers

² See <https://www.who.int/about/funding/assessed-contributions> and <https://undocs.org/A/RES/55/235>.

Some countries/jurisdictions have more than one authority who is a member of the GPA. Where **countries or organisations have multiple authority members**, we propose that the authority with the full voting rights is the member to pay the fee corresponding to their tier. All additional authorities from that country/jurisdiction would then pay a fee equal to the fee paid by the Low Tier.

We believe this approach is fair because **some countries have more than one authority** and would therefore be otherwise required to pay significantly more than others. In line with the principle of fairness, **this approach recognises that all members receive the same level of service by the Secretariat, but some have different membership rights**, and it maintains a proportionate and balanced approach to each authority’s contribution. This arrangement is common in other funding models such as that of the United Nations Peacekeeping Operations where fees depend on membership status.

In undertaking further work, we have applied **special considerations for members that represent multiple jurisdictions** (eg international organisations like the Council of Europe or OECD) as they do not receive the same rights to vote and services as other members. As such they have been **placed in the low fee-paying tier**.

6. Indicative Fee Structure

Please note that the **model is indicative and does not represent the actual fee to be paid**.

If the GPA membership agree a way forward at the 2021 conference a more definite estimate of the fee structure and allocation of authorities to the tiers would be provided by the **Secretariat Host in 2022**, based on their assessed costs and after consultation with the GPA Executive Committee.

The indicative fee structure is presented below:

Table 2. Indicative Tier Fees.

Tier	Fee	Members	Total Raised
High	\$4,850	26	\$126,000
Medium	\$1,650	29	\$48,000
Low	\$500	31	\$15,500
Additional Authorities	\$500	41	\$20,500
Total		127	\$210,000

Note: figures may not sum due to rounding.

The fees are calculated iteratively to ensure that the total budget is reached. The order they are set is as follows:

- **Medium:** This is the total budget divided by the total number of members (including all categories and additional authorities) to reflect a baseline fee.

- **Low:** This is a small nominal fee that reflects the fact that these members are unlikely to be able to afford to pay a full fee in accordance with the fairness principle. However, if members that fall in this tier feel they would be unable to pay this nominal (token) fee, they may approach the Secretariat which in turn may consult the Executive Committee to discuss a possibility to be fully or partially exempt from paying a fee.
- **Additional Authorities:** this is set in line with the 'Low' category to reflect the different membership category assigned to these members and the fact that an authority within this member's country or organisation has already paid a membership fee in line with their affordability.
- **High:** this is the balance of fees remaining to be paid and reflects the fact that higher fee payers are essentially subsidising the ability of those in lower affordability categories to pay a fee in accordance with the fairness principle.

Having reviewed the fee structures for comparable organisations, the fees proposed above are deemed to be within an appropriate range offering strong value for money with respect to the services delivered by the Secretariat.

7. Further Considerations

In addition, the Working Group looked at **alternative methods to supplement the income**, including voluntary contributions from members, observers, or from organisations provided that there is no conflict of interest with the Global Privacy Assembly. This would be a method to supplement the Secretariat's operating costs, where any such need arose, bearing in mind that some authorities may have the flexibility to contribute more than their prescribed tier fee amount. The FOTC Consultation results have indicated that **this would not be a viable option**, as the overwhelming majority of authorities reported being unable to make voluntary contributions.

The Working Group also considered that a small number of authorities had indicated, in their responses to the survey, **issues with an ability to pay any kind of fee at all**. It is therefore proposed that, where this may be the case, such an authority could request the Executive Committee, via the Secretariat, for an exemption. Any such exemption would need to be supported by a clearly set out plan for how the authority intended to address the issues that were preventing payment, with an associated timeline.

Annex 2. The Road Map to Achieve the Funded Secretariat in Practice

Background

This document sets out a proposed timeline and necessary actions to achieve a funded stable Secretariat in support of the intent to transform the Assembly following on from the Resolution on the Funded Secretariat proposed at the 43rd Conference.

The term of the current Chair and Secretariat (UK Information Commissioner's Office) ends in October 2021 and a new Chair and Secretariat will be elected. To provide stability during the proposed transformation of the Chair and Secretariat, the newly elected Chair and Secretariat will remain unified and will represent a bridge to the new model.

The Closed Session 2021

Elections to the GPA Executive Committee will take place as normal in 2021. At this point, the next GPA Secretariat and Chair following on from the ICO in October 2021 will remain unified.

At the GPA Closed Session in October 2021, the Resolution on the Future of the Conference and Secretariat will be presented to the membership for adoption. Members will have had the opportunity in advance of the conference to consider the supporting documents, which outline the roles and responsibilities of the next Secretariat; the approach to a fee-funded model; and proposals for amended GPA Rules and Procedures. If agreed, these will allow at a minimum for a separate Secretariat and Chair in principle.

If the membership adopts the proposed Resolution, **the Secretariat will remain unified with the Chair for the full two-year term 2021-2023**. During this period the Chair 2021-2023 will direct the Secretariat to make any final preparations to develop the proposed approach and ensure a smooth hand over to a funded Secretariat.

Timeline

January 2022

The Secretariat will launch the process for inviting applications to host the funded Secretariat and a Secretariat Selection Committee would need to be formed to review the applications. This Secretariat Selection Committee would comprise volunteer Executive Committee members, GPA members and Secretariat support.

The candidate(s) seeking to host the future Secretariat will provide an assessment of the tasks and functions to be provided, taking account of any adjustments need to account for specificities of their own jurisdiction, and an estimate of associated running costs for their first financial year in their application. The membership fees to be imposed will be based on these projected running costs and calculated using the financial model developed by the FOTC Working Group. Members will receive this information at the Closed Session. Volunteer authorities applying to host the future Secretariat will need to demonstrate to the Secretariat Selection Committee their commitment to transparent budget reporting on an annual basis, meeting good governance standards.

April 2022

The Secretariat Selection Committee will make a recommendation on which candidate should run the Secretariat from the Closed Session 2023, at the earliest. They will also be responsible for drafting a Memorandum of Understanding between the GPA Executive Committee and the recommended candidate, outline financial reporting rules and address the need for creating a more detailed section in the GPA Rules and Procedures about non-payment penalties.

Members will then be informed of the proposed level of fees.

October 2022

GPA appoints new funded Secretariat to take on the role from the following October; thereby giving the successful candidate one year (Oct 2022 – Oct 2023) to prepare its funding system agreed with the GPA and gather the first fees from the GPA membership. The successful candidate starts work serving the new Chair from the Closed Session in autumn 2023, and once it has set up its funding system. The existing Secretariat appointed in 2021 completes duties supporting the Chair up until transition in autumn 2023.

April 2023

Fees are due to be paid.

October 2023

The newly appointed Secretariat will present its financial report at the Closed Session and evidence that the membership fees have been collected. The Closed Session can agree to start the funded Secretariat with immediate effect if all conditions have been met.

The Secretariat must also assess the process so far and highlight any problems or points to improve.

October 2024

The Closed Session has the opportunity to review the process and outcomes so far and agree to make any adjustments as appropriate. Annual assessments from the Secretariat and progress updates are presented to the Closed Session. The Executive Committee repeats the Secretariat Selection Committee assessment process outlined above if a change in Secretariat is required.

The process to appoint a funded Secretariat would repeat at the mid-point of any extant Secretariat's term, following the steps above.

October 2026

This would represent the four-year point of the new model's operation, and the maximum tenure of the first funded secretariat. If not fully reviewed before this point, a full review of the funded Secretariat approach would be helpful to ensure the approach is continuing to meet the GPA's needs.

Annex 3. Proposed Amendments to the GPA Rules and Procedures

Changes required to achieve the ‘Resolution on the Future of the Conference and Secretariat’ intent

The following changes to the GPA Rules and Procedures are for consideration at the 2021 Conference Annual Meeting³:

- **Proposed Changes to Section 3.1. The Executive Committee (note: proposed changes are in bold and underlined)**

The Assembly shall be managed and represented by an Executive Committee. The Executive Committee will consist of five elected members. These members, representing national authorities, will be elected by the Closed Session for two-year terms. The other two members will be the immediate past Hosting Authority and the next Hosting Authority (in the event of co-Hosting Authorities, these authorities are to share their Executive Committee seat). The members of the Executive Committee may not be elected for more than two consecutive terms. A member of the Executive Committee who does not intend to stand for re-election for a second term should indicate this intention via a notice to the Secretariat at least eight weeks before the Assembly. In order to ensure continuity, the members of the Committee will have offsetting terms. **The Secretariat will support the Executive Committee in carrying out its functions. The Secretariat shall not have a separate right to vote in the Executive Committee.**

To the extent possible and to encourage diversity in the cultural, geographic and legal background of the Executive Committee, at least one member – and no more than two members – will be elected from each of the following four regions: Africa/Middle East, the Americas, Asia/Oceania, and Europe. Identification with a region is at the discretion of each member.

The Executive Committee shall meet at least twice annually – in person or by other means such as videoconference or teleconference. Three members are required to constitute a quorum.

One of the elected members of the Committee will be elected by the Closed Session to serve as the Chair of the Committee. The Chair can serve for the duration of their Executive Committee term(s). A Chair standing for re-election to the Executive Committee should indicate to the Executive

³ This reflects the proposed timeline for the establishment of the stable Secretariat.

Committee, via a notice to the Secretariat at least eight weeks before the Annual Meeting if they do not intend to renew their position as the Chair of the Executive Committee. Therefore, unless otherwise indicated, the Closed Session decision to renew the two-year term of the existing Executive Committee member who is serving as Chair, also affirms that member's continuation as Chair for the incoming Executive Committee.

The Chair will be responsible for convening and chairing the meetings of the Executive Committee. As required, the Chair, a member of the Committee, or a GPA member designated by the Committee may represent the Conference and report back on its representation. ~~Until such time as a Permanent Secretariat is created, the Chair will provide a Secretariat function.~~

➤ **Proposed Changes to Section 3.2. Functions of the Executive Committee**

Insert new Section 3.2.1. **"1. To recommend the appointment of the Secretariat to the Closed Session"**.

➤ **Insertion of new Section 3.4 "The Secretariat"**

The Secretariat function will include:

- a. To maintain and preserve the documents and files of the Assembly.
- b. To support the Executive Committee in carrying out its functions, as laid down in the Rules and Procedures and as assigned by the Executive Committee.
- c. To support and liaise with internal and external stakeholders of the Assembly. The Secretariat will act as the principal intermediary between the Chair, the Executive Committee, the Working Groups, and the Member Authorities and Observers.
- d. To communicate and to promote the Assembly's work in other international fora.
- e. To collect, hold and disburse the proceeds of the membership fee fund, where applicable. The Secretariat will be accountable for and, on an annual basis, will report on its activities to the Executive Committee
- f. To carry out any other functions assigned by the Executive Committee and the Closed Session.

The Secretariat will be elected for a renewable term of four years, and it must serve for a minimum term of at least two years. Where it has served only one four-year term, the current Secretariat Hosting Authority can express their interest to continue their tenure to the Executive Committee and the Closed Session. All Member Authorities, including the Chair Authority, can apply to host the Secretariat.

The Secretariat will be appointed by the Closed Session, upon the recommendation of the Executive Committee. The Secretariat Host Authority may vote in its own right as an Assembly Member and, if it is an Executive Committee member, also in that capacity.

All Secretariat Host Authority Candidates are required to announce their candidacy at least eight weeks before the Annual Meeting in the year prior to their envisaged start as Secretariat.

If the Secretariat Host Authority wishes to renew its term, it will inform the Executive Committee of its intention at least twelve weeks before the Annual Meeting in the year prior to the end of their term. If the Executive Committee approves the incumbent Secretariat's intention to renew its term, it will inform the Assembly of this when carrying out its call for a new Secretariat.

It is expected that any Secretariat Host Authority Candidate will conduct preliminary consultations with the current or known future Chair and/or with the Executive Committee on the expected work programme for the forthcoming years in order to inform their intent to stand as a candidate.

Where a Member Authority provides both the Chair and the Secretariat alone, it will not need to undertake preliminary consultations on the expectations of the Chair and Executive Committee ahead of the election.

Where no Member Authority applies to serve as the Secretariat, or if the Member Authority recommended by the Executive Committee is not approved by the Closed Session, the Chair will perform the role of the Secretariat during an interim period until the next Secretariat Host Authority is approved by the Assembly. In this interim period, a new call for the Secretariat Host Authority will be launched on a yearly basis, until such time that a new Secretariat Host Authority is approved.

➤ **Insertion of new Section 3.5 The Secretariat Selection Committee**

A Secretariat Selection Committee will be formed to review the applications. This Committee will comprise of two Executive Committee members as well as a number of volunteer Assembly

Members, representing the GPA's geographic and linguistic diversity. The number of volunteer Assembly Members will be determined by the Executive Committee. The current Secretariat will support the Secretariat Selection Committee and will develop the application materials, which shall include each candidate authority's estimated running costs for the duration of their term and launch the process for inviting applications from any Assembly Member to host the future Secretariat.

The Secretariat Selection Committee will make a recommendation to the Executive Committee on which candidate should run the Secretariat. Any Member Authorities that join the Secretariat Selection Committee will not be eligible to apply to Host the Secretariat in that round of applications.

The Secretariat Selection Committee will be responsible for drafting a Memorandum of Understanding between the Executive Committee and the recommended Secretariat Host Candidate. The Secretariat Selection Committee should address the need for creating a more detailed section in the Rules and Procedures about what non-payment penalties would comprise.

The Executive Committee, after having received and assessed the Secretariat Selection Committee's recommendation, will make its recommendation of the preferred Secretariat Host Authority Candidate to the Closed Session, together with any adjustments foreseen by the Secretariat Host Authority candidate, to account for specificities for Secretariat provision from their jurisdiction. The recommendation of the Executive Committee must be approved by the Closed Session in order for the candidate authority to take up their role.

The Secretariat Selection Committee will outline required financial reporting rules. Secretariat Host Authority Candidates must demonstrate their commitment to transparent budget reporting on an annual basis, meeting good governance standards. The Closed Session, upon advice from the Executive Committee, may adjust the membership fee collection model.

➤ **Insertion of new Section 3.6 The Imposition of Membership Fees**

- a. Where the Secretariat is funded through membership fees, Secretariat Host Authority Candidates will be required to present their full application at least at least eight weeks before the Annual Meeting in the year prior to their envisaged start as Secretariat.

- b. The membership fees to be imposed will be based on the Secretariat Host Authority Candidate's projected running costs, and they should remain fixed for the Authority's tenure.
- c. A member fee system for funding the Secretariat may apply a tiered system of fees according to criteria set down by the Executive Committee, taking into account the work completed by the Future of the Conference Working Group and any advice from the Secretariat Selection Committee. The fee system can only be applied following consultation between the GPA Closed Session, the Executive Committee and the future Secretariat Host Authority and with any appropriate amendments notified and applied in a timely way.
- d. The Executive Committee will designate clear criteria for those authorities who have difficulties in paying fees. Any authority that deems itself unable to pay prescribed Assembly fees for the provision of the Secretariat must inform the Executive Committee without delay, specifying the reason(s) for their inability to pay and any remedial steps that they plan to make to support their future ability to pay.
- e. Failure to pay fees may be subject to penalties as prescribed in writing by the Executive Committee. Each case will be examined by the Executive Committee on a case-by-case basis, considering all the conditions surrounding the inability to pay.