

## **Note**

On 27 June and 13 December 2002, Commonwealth governments, meeting in Marlborough House, London, approved amendments to the Agreed Memorandum on the Commonwealth Secretariat and Financial Regulations of the Commonwealth Secretariat, and to the Memorandum of Understanding on the Commonwealth Fund for Technical Co-operation (CFTC) and Financial Regulations of the CFTC.

These amendments put into effect the changes to the governance of the Commonwealth Secretariat agreed by Commonwealth Heads of Government, at their meeting in Coolumburra, Australia, in March 2002.

The document was revised further on 12 May, to put into effect changes required due to the enactment on 7 April 2005 of the International Organisations Act 2005, which amended the Commonwealth Secretariat Act of 1966.

The revised texts of the Secretariat's governance memoranda and financial regulations are reproduced in this document.

Commonwealth Secretariat  
Marlborough House  
London  
United Kingdom

12 May 2005

**REVISED AGREED MEMORANDUM ON THE  
COMMONWEALTH SECRETARIAT**

The text of the Revised Agreed Memorandum on the establishment and functions of the Commonwealth Secretariat, published at the conclusion of the 1965 meeting of Commonwealth Heads of Government in London, and amended by member governments following the 2002 meeting of Commonwealth Heads of Government in Australia, and following the enactment of the International Organisations Bill in April 2005, is as follows.

## **REVISED AGREED MEMORANDUM ON THE COMMONWEALTH SECRETARIAT**

### **I. ESTABLISHMENT OF THE SECRETARIAT**

1. Pursuant to their decision announced after the conclusion of the Commonwealth Prime Minister's Meeting in July 1964 the Commonwealth Prime Ministers have decided to establish forthwith a Commonwealth Secretariat. As envisaged in the Communiqué issued at the close of the 1964 Meeting, the Commonwealth Prime Ministers see the Secretariat as being at the service of all Commonwealth Governments and as a visible symbol of the spirit of co-operation which animates the Commonwealth.

### **II. SITE OF THE SECRETARIAT**

2. The United Kingdom Government will arrange for the Secretariat to be accommodated in Marlborough House.

### **III. FUNCTIONS OF THE SECRETARIAT**

3. The Commonwealth Prime Ministers gave further consideration to the role of the Commonwealth Secretariat, and the following paragraphs record the functions which they agreed it should perform.

4. The Secretary-General and Secretariat staff should approach their task bearing in mind that the Commonwealth is an association which enables countries in different regions of the world, consisting of a variety of races and representing a number of interests and points of view, to exchange opinions in a friendly, informal and intimate atmosphere. The organisation and functions of the Commonwealth Secretariat should be so designed as to assist in supporting and building on these fundamental elements in the Commonwealth association. At the same time the Commonwealth is not a formal organisation. It does not encroach on the sovereignty of individual members. Nor does it require its members to seek to reach collective decisions or to take united action. Experience has proved that there are advantages in such informality. It enables its members to adapt their procedures to meet changing circumstances; conversely there would be disadvantages in establishing too formal procedures and institutions in the association.

#### **GENERAL CONSIDERATIONS**

5. Both the Secretary-General and Secretariat staff should be seen to be the servants of the Commonwealth countries collectively. They derive their functions from the authority of Commonwealth Heads of Government; and in the discharge of his/her responsibilities in this connection, the Secretary-General should have access to Heads of Government, who will indicate the appropriate channels of communication to them.

6. The Secretariat should not arrogate to itself executive functions. At the same time it should have, and develop, a relationship with other intra-Commonwealth bodies.

7. The Secretariat should have a constructive role to play. At the same time it should operate initially on a modest footing; and its staff and functions should be left to expand pragmatically in the light of experience, subject always to the approval of Governments.

8. Against this background and in the expectation that, as its contacts spread, the Secretariat could expect to receive increasing calls on its resources, the various functions which it will exercise fall under the following broad headings: international affairs, economic affairs and general and administrative functions.

### **International affairs**

9. Consultation is the life blood of the Commonwealth association. At their Meeting in July 1964, the Commonwealth Prime Ministers expressed the view that on matters of major international importance a fuller exchange of views could very appropriately be promoted on an increasingly multilateral basis through the agency of the Secretariat. They were particularly anxious to ensure that there should be opportunity for fuller participation by all member countries in the normal processes of Commonwealth consultation. At the same time they showed themselves conscious of the importance of maintaining the unwritten conventions which have always determined those processes. The Secretary-General will observe the same conventions and act in the same spirit.

10. In so far as Commonwealth Governments agree that the Secretariat should discharge any specific task, it will be fully at their disposal. In general, however, its purpose will be to serve them by facilitating and promoting consultation on matters of common concern. To this end, subject to the general principles set out in paragraphs 12 and 13 below, the Secretary-General will arrange to prepare and circulate papers on international questions of common concern to all Commonwealth Governments where he/she considers it useful to do so. It may also prove helpful if, in consultation with the Governments concerned, the Secretary-General arranges occasional meetings of officials of member Governments for the exchange of information and views on agreed subjects. Such meetings might on occasion, if member Governments agreed, take place in various Commonwealth capitals or elsewhere.

11. The general principles which the Secretary-General will observe are set out in the following paragraphs.

12. The functions of the Secretariat are envisaged as being inter alia the dissemination of factual information to member countries on matters of common concern. "Factual" information cannot be precisely defined; but, provided that the Secretary-General proceeds with circumspection in the exercise of this function, he/she is authorised, where he/she thinks it useful to do so, to prepare and circulate, either on his/her own initiative or at the request of a member Government, papers on international questions of common concern, provided that these papers do not propagate any particular sectional or partisan points of view, contain no policy judgments or recommendations by the Secretariat and do not touch upon the internal affairs of a member country or disputes or serious differences between two or more member countries. In addition, the Secretary-General will, on the request of a member Government, circulate papers submitted by that Government on international questions of common concern, provided that, if these touch upon the internal affairs of member countries or

disputes between two or more member countries, they will not be circulated without prior concurrence of the country or countries concerned. The Secretary-General has discretion to refuse to prepare or circulate any paper, whatever its origin, which in his/her view propagates any sectional or partisan point of view or would for any other reason be liable to be offensive to any member country or countries.

13. The position of the remaining dependent territories within the Commonwealth is one matter which continues to command lively interest among member countries. The Secretariat could play a role in this field; and it might circulate to member Governments balanced papers on the constitutional advance of the remaining territories or on their progress towards independence, on the understanding that the responsible member Governments would always be closely consulted in the preparation of the papers.

14. The Secretariat will be guided by the principles outlined in the preceding paragraphs because it is important that it should develop as a unifying element within the Commonwealth. But, provided that it begins modestly and remains careful not to trespass on the independence and sovereignty of the member Governments whose servant it will be, it will be possible for it to grow in the spirit of the Commonwealth association itself. All Commonwealth Governments wish to contribute to this process and will be ready to assist the Secretary-General in every possible way. In particular the Secretary-General will from the outset establish close relations with Commonwealth Governments and with their representatives in London; and Governments will arrange to keep the development of the Secretariat's functions under regular review, by means, *inter alia*, of an annual report on its work. By these means the Secretariat will gradually accumulate, with the passage of time, a body of knowledge and experience which will contribute to an even closer understanding among member Governments on those major international issues which are of common and continuing concern to all the members of the Commonwealth.

#### ECONOMIC AFFAIRS

15. The Secretariat will discharge several valuable roles in the economic field, the more important of which are outlined in the following paragraphs.

16. The Secretary-General will initiate, collate and distribute to member Governments material bearing not only on economic problems, but also on social and cultural issues in respect of which the potential value of the Secretariat's work could be considerable. In this connection the Secretary-General may commission, within the limits prescribed by the approved budget, specialist studies from outside expert sources rather than by engaging additional permanent staff.

17. The Secretariat may, as appropriate, be represented at meetings of Commonwealth economic bodies in order to keep in close touch with their activities; and it will also keep in touch with the various United Nations and other multilateral agencies whose work is of direct concern to Commonwealth countries.

18. In connection with the general economic aspects of the Secretariat's work, the proposals advanced at the last meeting of Commonwealth Prime Ministers for the initiation of joint Commonwealth Development Projects in individual Commonwealth countries are relevant. The passage from the 1964 communiqué read:

'In particular they considered a proposal that development projects might be launched in individual Commonwealth countries, which would be implemented by various members acting in close collaboration and contributing whatever resources in men, money, materials, and technical expertise they could most appropriately provide. Such projects, which would be additional to the support which Commonwealth countries already provide to the United Nations Special Fund and Expanded Programme of Technical Assistance, could be directed to a number of different purposes - the improvement of agricultural production and the development of natural resources through extension services, training and research; the enlargement of professional and technical training; the development of new industries; and so forth. But they would all be inspired by the common purpose of promoting the development of the Commonwealth by a co-ordinated programme of joint or bilateral projects. The British Government said that they would be prepared to make a substantial contribution to projects of this kind within their expanding programme of development aid. The other member Governments expressed support for the objective of the proposal and agreed that further consideration should be given to the basis on which such a programme might be established.'

19. As regards the Secretariat's general functions and, in particular, its activities in the economic field, it is important that nothing should be done which might duplicate the present bilateral and multilateral linkages. The functions of the Secretariat in connection with the development projects are therefore expert and advisory and will not detract from the right of member countries to determine their own aid and development programmes.

20. Subject to these basic considerations the Secretariat will be able to play a valuable part in assisting member Governments, at their request, in advancing, and obtaining support for, development projects and technical assistance in a variety of fields on a multilateral basis, as appropriate.

21. Thus the Secretariat, by accumulating a reliable body of knowledge on the aid potential of the Commonwealth to which member countries can usefully have recourse for the purpose of promoting their own development, will enable Commonwealth countries generally to co-operate to the maximum extent possible in promoting the economic development of all.

22. In general, the Secretary-General, in discharging functions in this field of economic and related affairs, will be guided by the principles set down in paragraphs 12 and 13.

## **SERVICING OF COMMONWEALTH MEETINGS**

23. The Secretariat, operating as the visible servant of the Commonwealth association, will carry out the task of servicing future meetings of Commonwealth Heads of Government and, where appropriate, other Ministerial and official meetings open to all eligible members of the Commonwealth. The Secretariat will be able to rely on the host country for such secretarial help as it cannot itself provide and for assistance in matters of accommodation, hospitality, transport and the like.

24. As regards Meetings of Heads of Government the Secretary-General will serve as Secretary-General to each Meeting. Subject to the principles set out in paragraphs 12 and 13 above, the Secretary-General's duties will include the preparation, collation and circulation of papers on agenda items, together with such background papers as appear appropriate; the production of minutes; and, with the assistance of the host Government, the general organisation of the Meeting.

25. As to the preparation of the agenda itself, the Secretary-General will be responsible for co-ordinating this process in the light of such direct discussions as Commonwealth Heads of Government may find convenient. Heads of Government will maintain the practice whereby the provisional agenda is drawn up, after consultation among themselves, in the form of a list of broad headings for discussion and they also reserve to themselves decisions on the timing and location of their Meetings.

#### **IV. ADMINISTRATIVE ARRANGEMENTS**

26. In consonance with the above functions of the Secretariat, its administrative organisation will be as follows.

27. The Chief Executive Officer of the Secretariat will be the Secretary-General, and, unless he/she otherwise directs, all members of the staff of the Secretariat will be responsible only to him/her.

28. The Secretary-General will be appointed by Commonwealth Heads of Government collectively, and will be a person of high standing. A significant part of the Secretary-General's duties will be visiting member countries of the Commonwealth.

29. In consultation with governments, the Secretary-General will appoint Deputy Secretaries-General and allocate responsibilities among them in the light of the Secretariat's needs and work programmes. One Deputy Secretary-General shall have responsibility for the administration of the Commonwealth Fund for Technical Co-operation.

30. The paramount consideration in the selection of staff and in the determination of conditions of service will be the necessity of securing the highest standards of efficiency, competence and integrity, due regard being paid to gender balance and the importance of recruiting the staff on as wide a geographical basis as possible within the Commonwealth. The Secretary-General will have discretion, in the light of the above considerations, to appoint professional staff to the service of the Secretariat. In so doing the Secretary-General shall consider names submitted by Commonwealth Governments, who need not feel themselves limited to Government servants in submitting nominations, as well as candidates applying directly.

31. The Secretary-General has authority to make appointments of other staff. All appointments are subject to the approved budgetary limitations.

32. All persons appointed to the staff of the Secretariat must be subject to clearance to the extent that their own Governments raise no objection to their suitability for employment. All members of the Secretariat, whatever their origin, must be strictly impartial in the discharge of their functions and place loyalty to the Commonwealth as a whole above all other considerations.

33. The Secretary-General will be appointed for a four-year term, renewable for one additional four-year term.
34. Deputy Secretaries-General will be appointed for a three-year term, renewable for one additional three-year term.
35. In determining the period of tenure of remaining diplomatic and other professional staff, the Secretary-General will have regard to the need for rotation of staff, in order to ensure that qualified Commonwealth citizens from all member countries have the opportunity to serve as members of staff and also the possible need to stagger appointments in order to ensure continuity.
36. The British Government will introduce legislation in order to give the Secretariat a legal personality under United Kingdom law and to accord to the Secretariat and its staff the immunities and privileges which are set out in Annex A.
37. Other Commonwealth Governments will take steps to accord corresponding immunities and privileges to the staff of the Secretariat when visiting their territories, subject to whatever constitutional processes are required.
38. Contractual disputes involving the Commonwealth Secretariat shall be resolved by the Commonwealth Secretariat Arbitral Tribunal (CSAT) established by Commonwealth Governments. The Further Revised CSAT Statute and Rules are annexed as Annex C.
39. The cost of the Secretariat will be borne in agreed shares by Commonwealth Governments on the basis of a scale of contributions agreed by Commonwealth Heads of Government.
40. The budget of the Secretariat and any other budgets will be considered by member governments who will, from time to time, establish such bodies as they consider appropriate to approve matters relating to the activities and financing of the Secretariat, the Commonwealth Fund for Technical Co-operation, the Commonwealth Science Council and the Commonwealth Youth Programme. The governance arrangements of the Secretariat are set out in Annex B.

## COMMONWEALTH SECRETARIAT

### Proposed Scale of Immunities and Privileges

#### 1. SECRETARIAT

- (i) To have a legal personality and immunity from suit and legal process except:
  - (a) when expressly waived;
  - (b) in respect of motor accidents and motor traffic offences.
- (ii) The position of contracts entered into before the coming into force of Section 1 of the International Organisations Act 2005 shall not be affected by the provisions of paragraph (i)
- (iii) To have inviolability of premises, archives and communications.
- (iv) To have relief from non-beneficial rates out of the United Kingdom Treasury Request for Resources from Parliament.
- (v) Goods imported for official purposes to be exempt from all Customs dues.
- (vi) To have immunity from direct taxes.
- (vii) Indirect taxes on substantial purchases for official purposes to be reimbursed out of the Foreign and Commonwealth Office Request for Resources from Parliament e.g. on furniture and furnishings, office supplies, and motor vehicles purchased in the United Kingdom and duty on motor vehicle fuels used for official purposes. It is intended that the same treatment should be accorded to the Secretariat as is accorded to the Office of a High Commissioner.

#### 2. STAFF

- (i) **High Officers**
  - The Secretary-General, the Deputy Secretaries-General and other senior staff, to enjoy (provided they are not citizens of or permanently resident in, the United Kingdom) the privileges and immunities appropriate to a diplomatic agent of comparable rank, and to enjoy arrangements as regards United Kingdom income tax as referred to in paragraph 3.

This implies full personal immunities extending to the family of the High Officer, inviolability of private residence, continuing Customs privileges, relief from non-beneficial rates (out of the United Kingdom Treasury Request for Resources from Parliament), and

---

\* In accordance with its obligations as set out in Annex A. the United Kingdom Government has enacted the Commonwealth Secretariat Act 1966.

reimbursement of tax on motor vehicles purchased in the United Kingdom and of excise duty on reasonable quantities of alcoholic beverages purchased in the United Kingdom (both out of the Foreign and Commonwealth Office Request for Resources from Parliament).

In accordance with Article 38 of the Vienna Convention, diplomatic agents who are either citizens of the receiving State or permanently resident there enjoy only immunity from jurisdiction and inviolability in respect of official acts performed in the exercise of their functions. High Officers of the Secretariat who fall within the ambit of this Article would be treated accordingly; but they would not have their immunities and privileges restricted in this way solely on account of dual citizenship.

**(ii) Other Staff**

- (a) Any other staff recruited from Commonwealth countries other than the United Kingdom to enjoy first arrival Customs privileges i.e., the right to import duty-free their furniture and personal effects, including a motor vehicle (or refund of tax from the Foreign and Commonwealth Office Request for Resources from Parliament if a motor vehicle is purchased in the United Kingdom), at the time of first taking up their post.
- (b) All staff, including United Kingdom citizens, and the President and members of the Commonwealth Secretariat Arbitral Tribunal or any equivalent successor body, to enjoy immunity from suit and legal process only in relation to their official acts and inviolability only in relation to their official papers and documents. This official immunity will not extend to motor vehicle accidents or motor traffic offences.

**3. INCOME TAX**

With effect from 6<sup>th</sup> April 2006, the salaries and emoluments received by all staff as serving officers of the Secretariat will become subject to an internal income tax imposed by the Secretariat for the benefit of the Secretariat. As from 6<sup>th</sup> April 2006 and subject to the Secretariat maintaining an effective internal tax system in place, those salaries and emoluments will be exempted from United Kingdom income tax. This paragraph does not apply to pensions or annuities paid to former members of staff of the Secretariat.

## **COMMONWEALTH SECRETARIAT GOVERNANCE ARRANGEMENTS**

Pursuant to the decision of Commonwealth Heads of Government taken at Coolum in March 2002, the Secretariat's governance will henceforth be streamlined and integrated in order to improve efficiency and transparency, and to improve governments' direction and oversight of the total resources they contribute to Commonwealth activities. In pursuing its mandates, the Secretariat will seek to work closely with other relevant Commonwealth bodies with a view to making the Commonwealth more coherent and effective.

2. The work of the Commonwealth Secretariat's individual funds is to be overseen by a Board of Governors. These individual funds are: the Commonwealth Secretariat, Commonwealth Fund for Technical Co-operation, Commonwealth Science Council and Commonwealth Youth Programme.

3. Member Governments, acting in accordance with this decision and pursuant to paragraph 40 of the Agreed Memorandum establishing the Commonwealth Secretariat, hereby:

- (i) establish a Board of Governors;
- (ii) establish an Executive Committee of the Board of Governors;
- (iii) dissolve the Steering Committee of Senior Officials (SCOSO), Finance Committee of the Commonwealth Secretariat and Board of Representatives (BOR) of the Commonwealth Fund for Technical Co-operation (CFTC); and
- (iv) dissolve the Finance Sub-Committee of the Commonwealth Secretariat and the Committee of Management (COM) of the CFTC.

### **BOARD OF GOVERNORS**

4. All Commonwealth governments are entitled to be represented on the Board of Governors which is to be comprised of senior officials of member countries.

5. The Board shall meet annually or more frequently as required. The annual meeting shall be not later than six weeks in advance of the forthcoming budget period. A discrete segment of each meeting of the Board shall be dedicated to CFTC issues. The Board shall meet in London unless otherwise decided.

6. The Board shall:

- (i) receive annual reports from the Secretary-General on the operations of each of the individual funds;
- (ii) receive an annual report from the Co-ordination Committee for Commonwealth Agencies (CCCA) on improved co-ordination and co-operation among Commonwealth Agencies;
- (iii) provide strategic direction on major policy issues;
- (iv) review implementation of CHOGM mandates;

- (v) approve four-year strategic plans and two-year programme budgets and work programmes;
- (vi) consider and approve annual audited accounts; and
- (vii) consider and approve the Secretariat's audit and evaluation plans, including as they apply to the Commonwealth's individual funds, and review and provide policy feedback on audit and evaluation findings and recommendations.

7. In respect of the CFTC, the Board shall also:

- (i) issue guidelines for the general operations and management of the Fund and agree modifications and extensions to them from time to time;
- (ii) discuss and approve plans of expenditure as recommended by the Executive Committee of the Board of Governors; and
- (iii) review the financial regulations of the CFTC at least once every six years.

8. In respect of the Commonwealth Youth Programme (CYP), taking into account the guidance of Commonwealth Youth Ministers and advice from the CYP's Regional Advisory Boards, the Board of Governors shall also:

- (i) issue guidelines for the general operations and management of the CYP and agree modifications and extensions to them from time to time;
- (ii) discuss and approve plans of expenditure as recommended by the Executive Committee of the Board of Governors; and
- (iii) review the financial regulations of the CYP at least once every six years.
- (iv) include a representative of each of the CYP's Regional Advisory Boards as well as a youth representative elected by the Commonwealth Youth Caucus in its substantive deliberations on the CYP. . .

9. The Board will receive reports from the Commonwealth of Learning and the Commonwealth Foundation.

10. The integrity of the individual funds shall be preserved.

11. The Board shall elect a Chairperson and may elect one or more other members as Vice-Chairperson(s). The Secretary-General will participate ex-officio and will be responsible for providing the Secretary for the Board.

12. The Chairperson of the Board of Governors shall have a two-year term of office to ensure a continuity of office with the Chairperson of the Executive Committee and the rotation of this position among member governments.

13. A representative of the country whose Head of Government is the CHOGM Chairperson-in-Office shall hold one of the posts of Vice-Chairperson of the Board. Arrangements for the election of any other Vice-Chairpersons should reflect the need for continuity.

14. The Board of Governors will approve a summary of its decisions at the end of each meeting. If requested, minutes of the meeting will be circulated for review within two weeks of the meeting.

## **EXECUTIVE COMMITTEE OF THE BOARD OF GOVERNORS**

15. The Executive Committee of the Board of Governors shall consist of representatives of member countries in such number as to ensure that its membership is geographically balanced and includes the major contributors to the Secretariat's Funds. Until otherwise determined by Heads of Government, the Executive Committee shall consist of:

- (i) Eight (8) members representing the eight Governments which were the largest contributors to the overall resources of the various Funds of the Secretariat over the period of the three previous financial years. The list of the top 8 contributors to the Secretariat's total resources shall be reassessed biennially.
- (ii) Eight (8) members representing other Governments to be elected by the Board of Governors with due regard to regional balance.
- (iii) The Chairperson of the Board of Governors unless the country which he/she represents on the Board is already represented on the Committee.
- (iv) The Commonwealth Secretary-General or his/her nominee will participate ex-officio and will be responsible for providing the Secretary for the Committee.

16. Members of the Executive Committee, other than those representing the eight largest financial contributors, shall normally serve as members for two years. To facilitate rotation while retaining some continuity of membership, at the end of the first year of the Committee's existence, four of their number shall retire and be replaced.

17. The Executive Committee shall elect a Chairperson and Vice-Chairperson from among its members.

18. The Chairperson shall have a two-year term of office (synchronised with the CHOGM cycle). The first Vice-Chairperson of the newly constituted Committee shall be appointed for one year. Thereafter, the Vice-Chairperson shall have a two-year term of office.

19. The Vice-Chairperson of the Board representing the country that is CHOGM Chairperson-in-Office, shall be an ex officio member of the Executive Committee, unless already represented on it under existing membership criteria.

20. The Executive Committee shall meet quarterly between the annual meetings of the Board of Governors to prepare for the next annual session of the Board of Governors. It will receive and review reports from the Secretary-General on the operations of the individual funds; oversee budgets and audit functions; make policy recommendations to the Board of Governors with respect to the individual funds; as well as make recommendations, as appropriate, on any matter referred to it by the Board of Governors. The Secretary-General shall provide the Secretary for the meetings.

21. In respect of the CFTC, the Executive Committee, at one of its quarterly meetings, shall:

- (i) consider the general balance between headquarters staff, field personnel and other operations to be financed from the Fund;
- (ii) determine, subject to the directions of the Board of Governors, the acceptability of financial or other arrangements proposed for the different

- parts of the programme to be financed from the Fund and the general terms and conditions under which technical assistance will be provided;
- (iii) review the CFTC content of the annual report of the Secretary-General;
  - (iv) in accordance with the CFTC MOU, review as required the CFTC content of the Commonwealth Secretariat's Strategic Plan including its planning and implementation framework and make recommendations to the Board of Governors; and
  - (v) recommend for the Board of Governors' approval plans of expenditure and supervise their implementation thereafter but with such freedom to modify the plans in the light of changing circumstances as the Board may agree.

22. In respect of the CYP, the Executive Committee shall:

(i) determine, subject to the directions of the Board of Governors, the acceptability of financial or other arrangements proposed for the different parts of the programme to be financed from the CYP budget and the general terms and conditions under which the CYP's programmes are delivered;

(ii) receive periodic reports from the Secretariat on the operations and effectiveness of CYP programmes in each Commonwealth region serviced by a CYP Regional Centre; such report shall include advice from the CYP's RABs.

(iii) recommend for the Board of Governors' approval plans of expenditure and supervise their implementation thereafter but with such freedom to modify the plans in the light of changing circumstances as the Board may agree.

## **DECISION MAKING**

22. Decisions of the Board of Governors and its Executive Committee shall normally be taken by general agreement. The Committee may refer any particular question to the Board of Governors, and will do so if requested by two or more members. Any decision with regard to the CFTC taken by majority decision must have the support of representatives of governments contributing three-quarters of the resources of the CFTC in that financial year.