

INTERNATIONAL ENGINEERING ALLIANCE

MULTI-PARTY AGREEMENT (MPA)

1. Scope, Purpose and Method of Operation

- 1.1. This multi-party agreement (hereinafter MPA) sets out the terms of reference of the Governing Group and the terms, conditions and obligations on all parties having commitments to the ongoing operation of a secretariat supporting a number of international engineering agreements (hereinafter Agreements).
- 1.2. The Agreements of which the signatories and organisations holding provisional status (hereinafter Agreement Participants) potentially have financial and other obligations under this MPA are those listed in Schedule 1.
- 1.3. The obligations of agreement participants in respect of any particular Agreement are activated by the entry of the Agreement into this MPA, as signified by the signatures, in Schedule 1, of the Chair and Deputy Chair (or equivalent officer holder) of the Agreement.
- 1.4. The purpose of this MPA is to set out the terms of reference of the Governing Group and the terms and conditions by which an organisation affiliated with a signatory to at least one Agreement, provides secretariat services to support the operation of all of the Agreements set out in Schedule 1. This organisation is henceforth known as the provider of secretariat services.
- 1.5. This MPA is framed in the context of the biennial general meetings of the Agreements (known as the International Engineering Meetings, IEM) held in odd-numbered years, normally in or about the month of June. Workshops will continue to be held as the need arises.
- 1.6. The term of appointment for the provider of secretariat services will normally begin and end at the time of an IEM, and the term is normally for a period of four years, but may be extended by two further years. At the end of four or six years the service provider is permitted to submit a proposal in the new selection process.

2. Governance of this Agreement

- 2.1. This MPA shall be governed by the Governing Group comprising the Chairs of the participating Agreements, and in the event that there are three or fewer participating Agreements, the Deputy Chairs in addition. The group will elect a chair from amongst its members.
- 2.2. The Terms of Reference of the Governing Group are set out in Schedule 2.
- 2.3. In the event that an Agreement either wishes to enter this MPA at the IEM that is mid-term of the term of appointment of the provider of secretariat services, or to terminate its participation mid-term, the Governing Group shall determine a fair change in price to be paid to the provider of secretariat services for the difference in anticipated workload. A guiding principle in determining this price shall be that the ratio of total annual price to estimated total hours of work shall remain approximately constant. The proposed price variation shall be disclosed to the provider of secretariat services at least six months prior to the date at

which the variation should commence, and the provider shall have one month to make a submission on the proposal. Both that submission and the proposed price shall be considered by the Governing Group, who shall make a decision binding on all parties and agreement participants having obligations under this agreement at least three months prior to the date at which the variation will commence.

Changes to workload resulting from significant changes to the schedules will be handled in the same way.

- 2.4. Should the provider of secretariat services be unable to continue to provide the secretariat services for any reason, the provider must give the Governing Group a minimum of one year's notice, and upon appointment of an alternative provider, must fulfil the obligations of section 6.6.
- 2.5. At least six months prior to each IEM, the Governing Group shall prepare a report on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4, and assessing whether the actual time spent in providing the secretariat services for each IEA matches the estimate in Schedule 3.
- 2.6. If, after reviewing a final year report developed under section 2.5, the Governing Group considers that the performance of the provider of secretariat services has met the requirements the Governing Group may offer to extend a four year term of appointment for a further two years, but only one such extension shall be allowed. In such circumstances the Governing Group and the provider of secretariat services shall negotiate a price for the further two year period. In the event that no price can be agreed or the provider is unwilling to continue, the appointment will terminate in accordance with the terms of appointment to the four year term.
- 2.7. If, in the opinion of the Governing Group there is a significant service shortfall evident from its mid-term report, the provider shall be given until the IEM to demonstrate the necessary improvements have been made.
- 2.8. In the event that the Governing Group, meeting at the time of an IEM that is mid-term to the term of appointment of the provider of secretariat services, is not satisfied that sufficiently good service has been re-established, the Governing Group shall give notice to the provider of termination and instigate under urgency a Request for Proposals (RFP) to select a new provider, following the procedures of section 3 as closely as is possible in the circumstances. The notice period must be no shorter than six months, but may be longer if in the opinion of the governing group more time is required to appoint a replacement provider.

3. Appointment of Provider of Secretarial Services

- 3.1. The Governing Group shall appoint a Selection Committee of no more than 6 persons drawn from the signatories of the participating Agreements, and from within these members appoint the committee's chair. The committee must be broadly representative of the signatories and Agreements (taken as a whole), must not contain any person with an actual or perceived conflict of interest in regard to any organisation tendering for the provision of secretariat services, and may include more than one person from a particular signatory only if it is not practicable to attain the skills required within the Committee in any other way.

- 3.2. At least nine months prior to the end of the term of the appointment (which shall normally coincide with an IEM) the Governing Group shall assess the need to call for proposals for the supply of secretariat services for the next four year period. If deemed necessary, the Governing Group will then call for such proposals. The existing provider of Secretariat Services may submit a proposal. Proposals shall normally close six months before the IEM at which the present term of appointment of the provider ends, and must follow a format issued by the Governing Group.
- 3.3. The Selection Committee will evaluate proposals received for the provision of the secretariat services and recommend one provider to the Governing Group for appointment to the role. For each proposer the evaluation will take into account the closeness of the affiliation of the proposer with one or more signatories of relevant Agreements, the quality of the proposed service, the price (which may, by agreement, differ from year to year), and the means proposed to ensure ongoing good service in the event of unforeseen circumstances.
- 3.4. At least three months prior to the IEM at which a new term of appointment is to commence the Governing Group must consider the recommendations of the Selection Committee, and appoint a provider of secretariat services.
- 3.5. The contract of appointment with the provider of secretariat services shall be formed by a letter of appointment from the Governing Group stating the annual fee payable under this MPA (which may, by agreement, be different in succeeding years), and a written reply agreeing to accept the terms and conditions of this MPA.
- 3.6. A condition of appointment shall be that in the event that the provider of secretariat services is not reappointed, that provider, for no further fee, will be required to support the newly appointed provider of secretariat services for a period of up to three months following the end of the term, by completing tasks that are specific to the term of appointment of the outgoing provider and the incoming provider could not reasonably be expected to have the knowledge to undertake, and by providing advice and assistance to ensure an orderly transition.

4. Secretariat Services to be Provided

- 4.1. The schedule of secretariat services to be provided is set out in Schedules 3 and 4. Schedule 3 is a general schedule, applicable to any Agreement. Schedule 4 sets out any specific requirements of the Agreements in Schedule 1, either as deleted items, or additional items. Schedule 4 also contains estimates of time, developed from the best knowledge of the signatories of each Agreement, required to deliver the services in Schedule 3 and 4 for that Agreement.

5. Participation in this Agreement by International Engineering Agreements

- 5.1. An Agreement may, by resolution of its signatories at a General Meeting, agree that its agreement participants become parties to this MPA.
- 5.2. In such circumstances, the signatories must authorise the Chair and Deputy Chair (or the holder of the nearest equivalent position) to sign this MPA on their behalf, and acknowledge that through that action each signatory commits to meet its financial obligations under this MPA, and to use its best endeavours to ensure that all other agreement participants in that Agreement also meet their obligations.
- 5.3. At least six months notice must be given of intended entry by an Agreement into this MPA. The date at which entry is effective is the date of the next IEM after the giving of notice if this is practicable, but otherwise is the first 1 July that is at least one year after the giving of notice.
- 5.4. From the date of entry the Agreement concerned shall be supported by the provider of secretariat services according to this MPA, and the agreement participants are obliged to pay the contributions determined under this MPA.
- 5.5. An Agreement wishing to terminate its participation in this MPA must give notice to all other participating Agreements, as established in Schedule 1, of not less than 12 months. The termination date will be either the date of the next IEM or 1 July of the year following the IEM as is appropriate in fulfilling the notice period, and from that termination date there shall be no new obligations on agreement participants of the Agreement, but unfulfilled obligations remain in force until fully met. The termination of participation shall be recorded by the signatures of the Chair and Deputy Chair in Schedule 1.
- 5.6. Any intellectual property created in relation to an Agreement, either by agreement participants or by the provider of secretariat services shall be assigned to the individual or collective custody of the agreement participants as is appropriate on a case by case basis, and not be regarded as owned by the provider.

6. Obligations to Meet Costs

- 6.1 The means to assess the obligations to contribute to costs of providing secretariat services are set out in the example in Schedule 5. This establishes the number of Agreements and the appropriate number of programme/registrant units for each Agreement participant. The calculation of Agreement participant contributions will be made at the end of each IEM (taken as the last day of June in the year in which the IEM is held) and shall apply without change for the two year period until the next IEM. The calculations will be based on 50% of the total cost of each Agreement being shared equally amongst all the participants of each Agreement and the remaining 50% of the costs being apportioned to each Member as variable costs based on the Programme Unit and Registrant Unit tables shown in Schedule 5. No Agreement participant shall be obliged to meet more than 20% of the total cost.

- 6.2 Applicants to any Agreement will be expected to pay an application fee determined by the Governing Group to cover the cost of providing the services needed to facilitate the assessment of the application. Applicants will also be required to meet any travel and subsistence costs of the Review Team and IEA Mentors appointed to assist the applicant. Application fees shall be held by the provider of secretariat services for purposes deemed appropriate by the Governing Group.
- 6.3 The financial year for the purposes of this MPA shall end on 30 June unless otherwise decided.
- 6.4 The currency used for the purposes of this agreement shall be Euro. The provider of secretariat services takes any risk of exchange rate movement between their local currency and the euro.
- 6.5 The provider of secretariat services is responsible for meeting any taxes or other fees that may be required to meet legal requirements and compliance obligations within the jurisdiction in which the provider operates.
- 6.6 The fees to be paid by Agreement participants shall be determined annually.
- 6.7 At the commencement of each financial year the provider of secretariat services shall invoice all Agreement Participants having financial obligations under this MPA for payment of their contribution. Payment shall be due within three months of the date of issue of the invoice.
- 6.8 If payment is not received by the due date, the provider of secretarial services shall send a reminder invoice to the Agreement Participant and shall notify the Chair and Deputy Chair of the relevant IEA Agreement of this fact. If payment is not received within six months of the date of issue of the invoice, the provider of secretarial services shall report such matter to the Chair and Deputy Chair of the relevant IEA Agreement and shall send a second reminder to the Agreement Participant, together with a letter from the relevant Chair/Deputy, indicating the consequence of non-payment. A final reminder shall be sent by the provider of secretarial services three months prior to the end of the financial year.
- 6.9 In the event of non-payment by the end of an IEA financial year, the defaulting Agreement Participant shall be removed from being a Member or Provisional Member of all relevant Agreements unless the Governing Group, in consultation with the Deputy Chairs, accept that there are exceptional circumstances giving rise to the non-payment. In such circumstances the Governing Group may give the Agreement Participant a reasonable time within which to make payment. If payment is not received within this period, the membership of all Agreements for the defaulting Agreement Participant will lapse.
- 6.10 Reinstatement of an Agreement Participant removed from membership of any IEA Agreement for non-payment will require the former Agreement Participant to meet appropriate requirements laid down by the Governing Group and the Chair and Deputy Chair of the relevant Agreements. Such requirements may include:
- i) Payment of outstanding fees,
 - ii) Payment of an application fee for each agreement,
 - iii) The completion of the full process as for a new applicant for Provisional Membership for each Agreement

7. Changes to this MPA

- 7.1. It is acknowledged that this MPA sets out the broad intent of the participating Agreements and agreement participants. If, in the opinion of the Governing Group, for the effective governance or operation of this agreement it is desirable to undertake actions that are at variance with this MPA, the Governing Group shall have the authority to authorise such variations provided the variation continues to observe the intent of this MPA, the variation relates only to procedural or administrative matters and not matters of principle and the agreement participants of the participating Agreements are informed as soon as reasonably possible. Actions undertaken in this manner shall be regarded as complying with the MPA.

- 7.2. Any participating Agreement may propose changes to this MPA by giving notice of its proposal to the Governing Group, at least six months prior to an IEM. The Governing Group shall ensure that the matter is considered at the next IEM by all participating Agreements. If more than two-thirds of the participating Agreements agree to the proposal then it shall be regarded as approved and implemented to apply from the end of the IEM at which it was considered, unless otherwise set out in the proposal. The change shall be treated as an addendum to this MPA.

Attachments

- SCHEDULE 1** International Engineering Agreements that are parties to this Multi-Party Agreement

- SCHEDULE 2** Terms of Reference of Governing Group

- SCHEDULE 3** General Schedule of Secretarial Services Applicable to all International Engineering Agreements

- SCHEDULE 4** Additions and Deletions to Schedule 3 for Particular International Engineering Agreements

- SCHEDULE 5** Funding Tables and Exemplar

- SCHEDULE 6** Data Table

SCHEDULE 1

SIGNATORIES TO THE IEA AGREEMENTS

International Engineering Agreements that are parties to this Multi-Party Agreement International Engineering Agreement Name	Date of Entry	Date of Termination (if applicable)
Washington Accord (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)
Sydney Accord (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)
Dublin Accord (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)

Engineers Mobility Forum (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)
APEC Engineer (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)
Engineering Technologist Mobility Forum (Date) (Chair) (Deputy Chair) (Date) (Chair) (Deputy Chair)

SCHEDULE 2

TERMS OF REFERENCE OF GOVERNING GROUP

1. The Vision

To coordinate the common activities and support the mutual interests of the Agreement participants in the promotion of world class engineering standards and the mobility of Engineers, Engineering Technologists and Technicians.

2. Objectives Of The Governing Group

The Governing Group exists to deliver the Governance of the International Agreements in accordance with the objectives of the Multi-Party Agreement as may be amended from time to time. To this end the Governing Group will:

- 2.1. Monitor the performance, functionality, oversee and direct the Secretariat
- 2.2. Monitor the payment by Members and take appropriate action
- 2.3. Monitor the progress of working parties set up by the Members of the Agreements
- 2.4. Engage in such other activities that may further the objectives of the Agreements

3. Chairperson

- 3.1. One of the persons on the Governing Group will be elected by Group members to the role of Chair.
- 3.2. The Chair shall be appointed biennially, following the International Engineering Meetings.

4. Procedure

- 4.1. The Governing Group will meet as required in person or using other forms of conference.
- 4.2. Decisions will be made on a consensus basis.

5. Other Principles

The Governing Group will seek consistency of standards across the Agreements.

SCHEDULE 3

GENERAL SCHEDULE OF SECRETARIAT SERVICES APPLICABLE TO ALL INTERNATIONAL ENGINEERING AGREEMENTS

(All services to be provided in accordance with the Rules and Procedures)

1. Record Keeping

- Provide the repository for all items of record for the IEA, including hard copy originals of all meeting papers and signed copies of key documents.
- Maintain a document register in relation to the agreement and working copies of all correspondence in relation to each signatory, organisation holding provisional status, or interested party, using an easily understood coding system
- Maintain electronic copies and backups of all documents for which such copies exist
- Make available electronically, normally within three working days, any document in response to authentic requests for information. In exceptional cases where the information or document is difficult to access it may be delivered within ten working days.
- Maintain an up to date list of representatives of each authorised registration body, signatory, and organisation holding provisional status, and contact information for representatives of any interested party

2. Web-site

- Maintain the relevant domain-name licence(s)
- Extend the present Washington Accord and the International-Engineering-Meetings websites. Background information is provided but contact with the present providers – ABET and IPENZ – may be necessary.
- Manage and maintain the security of the members' only area.
- Maintain the currency of the content of a well-designed website with a professional appearance for the IEA containing both public and members' only areas
- Provide a facility for authorised registration bodies, signatories and those organisations holding provisional status to update their contact persons and details
- Ensure that the information recorded on the public part of the website provides accurate and sufficient information to address the following purposes:
 - interested parties can find out about the agreement, its rules and procedures, including for admission
 - interested parties can access lists of accredited programs and courses (or registered persons as appropriate) in each signatory's jurisdiction
 - interested persons can reasonably make contact with any signatory or organisation holding provisional status
- Ensure that information held in the members' only part of the website is sub-divided into material only accessible by authorised registration bodies or signatories to the

relevant agreement and material also accessible by organisations holding provisional status in that agreement

- Maintain indexed copies of all relevant documents related to the ongoing management of the agreement in the relevant members' only section
- Track usage of the website by topic area.

3. General Meetings, Workshops and Other Meetings of a Number of Signatories

- coordinate with host of IEM (or other host) to ensure suitable meeting arrangements have been provided including: rooms, seating within the rooms, sound system, sound recording system, and hotel accommodation (note the costs of the meeting arrangements are not part of the secretariat costs)
- work with Chair and Deputy Chair to develop agenda paper, and supporting documents in accordance with the Rules and Procedures
- circulate electronically or by mail all meeting documents in advance (as per the rules and procedures) to all authorised to receive them with a high degree of accuracy for ensuring receipt, completeness of delivery and timeliness in accordance with the Rules and Procedures document
- provide sufficient personnel at IEM or other activity to take records of the decisions and other outcomes, plus a brief precis of discussion; provide to the Chair and Deputy Chair accurate draft minutes or other records within one calendar month of the end of the meeting
- provide (in association with IEM or other on-site organisers) copies of any revised documents needed for the orderly conduct of general meetings, and ensure that these are captured and recorded in the long term record repository of the agreement

4. Organisation of Activities Between General Meetings

- Maintain a register of planned review and monitoring activities with appropriate timetable that conforms to the timelines prescribed in the Rules of each IEA
- Organise reviews and monitoring visits by undertaking administrative actions to ensure that the appointment of relevant reviewers, logistic arrangements for the review and monitoring visits are undertaken in a timely manner
- Undertake administrative actions to assist the effective operation of working parties and task groups undertaking work on behalf of the IEA.
- Prompt the review and monitoring teams to provide reports when expected, and ensure that the reports meet the rules and procedures of the agreement
- Organise applications for provisional membership
- Manage the mentoring process
- Ensure that all other actions as set out in the Rules are followed appropriately and take corrective action where necessary.

5. Response to Enquiries and Requests

- Respond to reasonable requests within a maximum of three working days, either with an acknowledgement and undertaking to consider, or by responding fully to the matter raised
- Refer matters needing attention (including but not restricted to enquires about applications for admission to an IEA and requests for review prior to consideration for signatory status) to the Chair and/or Deputy Chair within three working days of receipt, and prompt for reply at least weekly until a satisfactory reply is received
- Implement decisions or requests for action made by the Chair and/or Deputy Chair within three working days of receipt of the decision or request
- Answer specific enquiries made by individual engineering practitioners by either referring practitioners to the relevant authorised registration body, IEA signatory, or by providing the best information available to the secretariat.

6. Financial records

- Invoice each participant in an IEA which has signed the MPA
- Keep records of payments received and liaise with the governing group
- Keep records of time spent by each staff member under main headings for each IEA.

7. Changes to services

- Services required may change if an IEA leaves or joins the MPA. The change in service and fee to the provider are covered by Section 4.9 of the MPA and MPA Schedule 4.
- Additional work at the hourly rate submitted, will be subject to agreement.

SCHEDULE 4

ADDITONS AND DELETIONS TO SCHEDULES FOR PARTICULAR INTERNATIONAL ENGINEERING AGREEMENTS

INTERNATIONAL ENGINEERING AGREEMENTS International Engineering Agreement Name	Additions to Schedule 3	Deletions from Schedule 3	Time estimate to supply services in Schedule 3 and Schedule 4
Washington Accord	None	None	800 hours
Sydney Accord	None	None	200 hours
Dublin Accord	None	None	150 hours
Engineers Mobility Forum	None	None	200 hours
APEC Engineer	None	None	200 hours
Engineering Technologist Mobility Forum	None	None	100 hours

Notes

1. The hours in the schedule are an estimate of the time required to provide all the services in Schedules 3 and 4. They should be used only as a guide.
2. Schedule 4 should be used with Schedule 3 and Schedule 5.
3. Schedule 4 should be use in the context of Clause 2.3 of the MPA.

SCHEDULE 5

FUNDING TABLES AND EXEMPLAR

Funding Tables and Exemplar

Total Costs Allocated to Each Agreement

Agreement	Euros
Washington Accord	36,364
Sydney Accord	9,091
Dublin Accord	6,818
EMF	9,091
ETMF	4,545
APEC	9,091
Total	75,000

Programme & Registrant Unit Tables

Number of Active Accredited Programmes	Programme Units
Up to 40	1
41 - 100	2
101 - 300	3
301 - 600	4
601 - 2000	5
2001 +	6

Number of Registrants	Registrant Units
0 - 1000	1
1001 - 2500	2
2501 - 7500	3
7501 - 15,000	4
15,001 - 50,000	5
50,001 +	6

Numbers of active accredited programs and registrants for each respective IEA are quantised using the above intervals for the purposes of input to the fees calculator table used to assess the obligations of individual participants to contribute to the costs of providing secretariat services.

The calculation of Agreement participant contributions will be made at the end of each IEM (taken as the last day of June in the year in which the IEM is held) and shall apply without change for the two year period until the next IEM. The calculations will be based on 50% of the total cost of each Agreement being shared equally amongst all the participants of each Agreement and the remaining 50% of the costs being apportioned to each Member as variable costs based on the above Programme Unit and Registrant Unit tables.

Exemplar Calculations Based on EC^{UK} Programme and Registrant Units

1. Washington Accord:

There are 17 Members/Provisional Members (PM) to the WA

$$\text{Half total cost per Member/PM} = \frac{36364}{2} \times \frac{1}{17} = 1069.52 \quad - \text{A}$$

UK has 6 Programme Units out of a total of 32 Units

$$\text{UK variable cost} = \frac{36364}{2} \times \frac{6}{32} = 3409.12 \quad - \text{B}$$

$$\text{UK total WA cost (A + B)} = \underline{\underline{4478.64}} \quad - \text{C}$$

2. Sydney Accord

There are 8 Members/PM to the SA

$$\text{Half total cost per Member/PM} = \frac{9091}{2} \times \frac{1}{8} = 568.18 \quad - \text{D}$$

UK has 4 Programme Units out of a total of 16 Units

$$\text{UK variable cost} = \frac{9091}{2} \times \frac{4}{16} = 1136.37 \quad - \text{E}$$

$$\text{UK total SA cost (D + E)} = \underline{\underline{1704.55}} \quad - \text{F}$$

3. Dublin Accord

There are 6 Members/PM to the DA

$$\text{Half total cost per Member/PM} = \frac{6818}{2} \times \frac{1}{6} = 568.16 - \text{G}$$

UK has 1 Programme Unit out of a total of 4 Units

$$\text{UK variable cost} = \frac{6818}{2} \times \frac{1}{4} = 852.15 - \text{H}$$

$$\text{UK total DA cost (G + H)} = \underline{\underline{1420.41}} \quad - \text{I}$$

4. EMF

There are 15 Members/PM to the EMF

$$\text{Half total cost per Member/PM} = \frac{9091}{2} \times \frac{1}{15} = 303.03 \quad - \text{J}$$

UK has 1 Registration Unit out of a total of 16 Units

$$\text{UK variable cost} = \frac{9091}{2} \times \frac{1}{14} = 324.67 \quad - \text{K}$$

UK total EMF cost (J + K) = 627.70 - L

5. ETMF

There are 6 Members/PM to the ETMF.

Half total cost per Member/PM = $\frac{4545}{2} \times \frac{1}{6} = 378.75$ - M

UK has 1 Registration Unit out of a total of 6 Units

UK variable cost = $\frac{4545}{6} \times \frac{1}{2} = 378.75$ - N

UK total ETMF cost (M + N) = 757.50 - O

6. UK Total IEA Costs

UK Total IEA Cost (C + F + I + L + O) = 8988.80

Schedule 6 Data Table

2009	2011	2013	2015	2017
<p>January 2009</p> <ul style="list-style-type: none"> Governing Group begins review of time and cost estimates and any submission from service provider as well as reporting on the performance of provider to the Signatories and Members. 	<p>January 2011</p> <ul style="list-style-type: none"> Governing Group begins review of time and cost estimates and any submission from service provider. Governing Group reports on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4 of the MPA 	<p>February 2013</p> <ul style="list-style-type: none"> Governing Group reports on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4 of the MPA Governing Group raises need to issue RFP. 	<p>February 2015</p> <ul style="list-style-type: none"> Governing Group begins review of time and cost estimates and any submission from service provider as well as reporting on the performance of provider to the Signatories and Members. 	<p>February 2017</p> <ul style="list-style-type: none"> Governing Group begins review of time and cost estimates and any submission from service provider. Governing Group reports on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4 of the MPA
<p>February 2009</p> <ul style="list-style-type: none"> Governing Group reports on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4 of the MPA 	<p>February 2011</p> <ul style="list-style-type: none"> Governing Group raises option to renew for further 2 years or issue RFP. If RFP issued, SAM committee formed from six signatories 	<p>February 2013</p> <ul style="list-style-type: none"> Governing Group issues RFP for the next four year period.(may include existing provider) SAM committee formed from six signatories 	<p>February 2015</p> <ul style="list-style-type: none"> Governing Group reports on the performance of the provider of secretariat services against the requirements stated in Schedules 3 and 4 of the MPA 	<p>February 2017</p> <ul style="list-style-type: none"> Governing Group raises option to renew for further two years or issue RFP. If RFP issued, SAM committee formed from six signatories
<p>March 2009</p> <ul style="list-style-type: none"> Governing Group considers report and recommendations. Advises provider of outcome. 	<p>March 2011</p> <ul style="list-style-type: none"> Governing Group considers report and recommendations. Advises provider of outcome. RFP closes if applicable. If applicable SAM review and report on proposals with recommendations <p>Governing Group then:</p> <ul style="list-style-type: none"> considers recommendations 	<p>March-April 2013</p> <ul style="list-style-type: none"> RFP closes. SAM review and report on proposals with recommendations 	<p>March 2015</p> <ul style="list-style-type: none"> Governing Group considers report and recommendations. Advises provider of outcome. <p>Governing Group then:</p> <ul style="list-style-type: none"> considers recommendations Reports back to IEM. If appropriate request to improve service can be 	<p>March 2017</p> <ul style="list-style-type: none"> Governing Group considers report and recommendations. Advises provider of outcome. RFP closes if applicable. <p>Governing Group then:</p> <ul style="list-style-type: none"> considers recommendations re-appoints provider for a further two years or appoints new service provider Reports back to IEM.

	<ul style="list-style-type: none"> re-appoints provider for a further two years or appoints new service provider Reports back to IEM. 		issued to provider	
April - June 2009 <ul style="list-style-type: none"> If issued, provider responds to request to improve service. 	April - June 2011 <ul style="list-style-type: none"> If applicable Governing Group considers SAM report and recommendations. If issued, provider responds to request to improve service in order to be considered for a further two year extension. 	April - June 2013 <ul style="list-style-type: none"> Governing Group considers SAM report and recommendations. 	April - June 2015 <ul style="list-style-type: none"> If issued, provider responds to request to improve service. 	April - June 2017 <ul style="list-style-type: none"> If issued, provider responds to request to improve service in order to be considered for a two year extension.
June 2009 <ul style="list-style-type: none"> Governing Group presents the report on performance of provider to the Signatories and Members at IEM. Governing Group advises IEM of any action taken following the review. Signatories' approval of any changes to IEA constitutions. Governing Group calculates total number of cost units and contributions from each IEA participant. 	June 2011 <ul style="list-style-type: none"> If applicable provider selected Governing Group presents the report on performance of provider to the Signatories and Members at IEM. Governing Group advises IEM of any action taken following the review. Signatories' approve any changes to IEA constitutions. Governing Group calculates total number of cost units and contributions from each IEA participant. Possible takeover period (3 months) 	June 2013 <ul style="list-style-type: none"> Provider selected Possible takeover period (3 months) begins for new provider if applicable Signatories' approval of any changes to IEA constitutions. Governing Group calculates total number of cost units and contributions from each IEA participant. Jurisdictions submit up-to-date numbers of base units and program/registrant units. 	June 2015 <ul style="list-style-type: none"> Governing Group presents the report on performance of provider to the Signatories and Members at IEM. Governing Group advises IEM of any action taken following the review. Signatories' approval of any changes to IEA constitutions. Governing Group calculates total number of cost units and contributions from each IEA participant. 	June 2017 <ul style="list-style-type: none"> Governing Group presents the report on performance of provider to the Signatories and Members at IEM. Governing Group advises IEM of any action taken following the review. Governing Group calculates total number of cost units and contributions from each IEA participant. Signatories' approval of any changes to IEA constitutions. Possible takeover period (3 months) begins for new provider Jurisdictions submit up-to-date numbers of base

	begins for new provider if applicable <ul style="list-style-type: none"> • Jurisdictions submit up-to-date numbers of base units and program/registrant units. 		<ul style="list-style-type: none"> • If applicable takeover period begins (3 months) for new provider • Jurisdictions submit up-to-date numbers of base units and program/registrant units. 	units and program/registrant units.
June-August 2009, June-August 2010 <ul style="list-style-type: none"> • Provider issue invoices 	June-August 2011, June-August 2012 Provider issue invoices	June-August 2013, June-August 2014 Provider issue invoices	June-August 2015, June-August 2016 Provider issue invoices	June-August 2017, June-August 2018 Provider issue invoices

<p>June 2009 – February 2011</p> <ul style="list-style-type: none"> • If issued, provider implements actions following the request to improve service. 	<p>June 2011 – February 2013</p> <ul style="list-style-type: none"> • If issued, provider implements actions following the request to improve service. 		<p>June 2015 – February 2017</p> <ul style="list-style-type: none"> • If issued, provider implements actions following the request to improve service. 	<p>June 2017 – February 2019</p> <ul style="list-style-type: none"> • If issued, provider implements actions following the request to improve service.
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