
**COSPAS-SARSAT SECRETARIAT
MANAGEMENT GUIDE**

C/S P.012

Issue 1 – Revision 1

November 2005



COSPAS-SARSAT SECRETARIAT MANAGEMENT GUIDE

History

Issue	Revision	Date	Revised Pages	Comments
1		Apr 2005	All new	Approved (CSC-34)
1	1	Nov 2005	i, ii, 1-1, 3-8, Annex C	Approved (CSC-35)

List of Pages

Page #	Date of latest revision	Page #	Date of latest revision
cover	Nov 05	5-1	Apr 05
i	Nov 05	5-2	Apr 05
ii	Nov 05	5-3	Apr 05
iii	Apr 05	5-4	Apr 05
iv	Apr 05		
		6-1	Apr 05
1-1	Nov 05	6-2	Apr 05
1-2	Apr 05	6-3	Apr 05
1-3	Apr 05	6-4	Apr 05
1-4	Apr 05		
		A-1	Apr 05
2-1	Apr 05	A-2	Apr 05
2-2	Apr 05		
2-3	Apr 05	B-1	Apr 05
2-4	Apr 05	B-2	Apr 05
3-1	Apr 05	C-1	Nov 05
3-2	Apr 05	C-2	Nov 05
3-3	Apr 05	C-3	Nov 05
3-4	Apr 05	C-4	Nov 05
3-5	Apr 05	C-5	Nov 05
3-6	Apr 05	C-6	Nov 05
3-7	Apr 05	C-7	Nov 05
3-8	Nov 05	C-8	Nov 05
4-1	Apr 05	D-1	Apr 05
4-2	Apr 05	D-2	Apr 05
4-3	Apr 05	D-3	Apr 05
4-4	Apr 05	D-4	Apr 05
4-5	Apr 05		
4-6	Apr 05		
4-7	Apr 05		
4-8	Apr 05		

TABLE OF CONTENTS

	Page
History	i
List of Pages.....	ii
Table of Contents.....	iii
1. GENERAL PRINCIPLES AND SCOPE OF THE MANAGEMENT GUIDE	1-1
1.1 General Principles, Definitions	1-1
1.2 Scope of the Secretariat Management Guide	1-2
1.3 Reference Documents.....	1-3
2. COSPAS-SARSAT COUNCIL OVERSIGHT	2-1
2.1 Council Direction and Guidance	2-1
2.2 Communication between the Parties and the Secretariat	2-2
2.3 Control of Secretariat Activities.....	2-3
3. MANDATE AND OBJECTIVES OF THE HEAD OF SECRETARIAT	3-1
3.1 Secretariat Services.....	3-1
3.2 Head of Secretariat Mandate	3-6
3.3 Head of Secretariat Objectives	3-7
3.4 Liaison with the Host Country.....	3-7
4. HUMAN RESOURCES	4-1
4.1 Human Resources Management Policy	4-1
4.2 Secretariat Staff Positions.....	4-1
4.3 Recruitment and Contracts	4-2
4.4 Remunerations	4-4
4.5 Staff Benefits	4-5
4.6 Dismissal of Staff	4-6
4.7 Staff Performance Assessment, Grievances and Disciplinary Actions	4-6
4.8 Staff Development and Training Programmes	4-7
5. ADMINISTRATION AND REPORTING	5-1
5.1 General Administration of the Programme.....	5-1
5.2 Conference Administration.....	5-2
5.3 Reports on Secretariat Activities.....	5-3

6.	FINANCIAL RESOURCES MANAGEMENT.....	6-1
6.1	Participants' Contributions and Funds Management	6-1
6.2	Financial Statements and Reporting	6-1
6.3	Annual Spending Plan and Long-Term Funding Requirements.....	6-2
6.4	Procurement and Accounting	6-3

LIST OF ANNEXES

A.	LIST OF ACRONYMS	A-1
B.	FORMAT OF ANNUAL SPENDING PLAN	B-1
C.	PROCUREMENT, PAYMENT AND ACCOUNTING PROCEDURES	C-1
D.	SUMMARY OF COUNCIL OVERSIGHT ON SECRETARIAT ACTIVITY	D-1

1. GENERAL PRINCIPLES AND SCOPE OF THE MANAGEMENT GUIDE

The management of the International Cospas-Sarsat Programme and the operation of the Cospas-Sarsat System are responsibilities of the Parties to the International Cospas-Sarsat Programme Agreement (ICSPA). All decisions in respect of Programme management are made by the Council, which consists of the designated Representatives of the Parties. The Council policies for the management of the Cospas-Sarsat Programme are described in the document C/S P.011 "Cospas-Sarsat Programme Management Policy".

The direction of the Cospas-Sarsat Secretariat and the control of its performance are part of the Council functions. The objective of this document is to spell out the Council guidance in respect of the Secretariat operation and the procedures that should be followed by the Council and the Secretariat, both part of the Organization established in Canada, for the coordination of the Organization's activities.

1.1 General Principles, Definitions

The International Cospas-Sarsat Programme Agreement (ICSPA - Article 7) established two organs:

- a) the Council; and
- b) the Secretariat.

Per Article 10 of the ICSPA, the Cospas-Sarsat Secretariat is the "permanent administrative organ of the Programme and shall assist the Council in the implementation of its functions".

Article 10 also states that "the Secretariat shall be managed by a Head of Secretariat appointed pursuant to procedures approved by the Council", and that "the Secretariat shall take direction from the Council in the performance of its functions".

Under the Arrangement between Canada, the Republic of France, the Russian Federation and the United States of America Regarding the Headquarters of the International Cospas-Sarsat Programme (Headquarters Arrangement), signed on 5 April 2005, and pursuant to the Canadian Government Order in Council ref. SOR/2005-112 dated 19 April 2005, the Cospas-Sarsat Programme (designated as "the Organization") is accorded "the legal capacities of a body corporate under Canadian domestic law" and the Head of Secretariat is designated as "its legal representative with respect to the functions described in the Programme Agreement".

In this document, the terms:

- "Secretariat" designates the Secretariat of the Cospas-Sarsat Programme established pursuant to the ICSPA;
- "Council" designates the Cospas-Sarsat Council established pursuant to the ICSPA;
- "Parties" means the Cospas-Sarsat Parties signatory to the ICSPA;
- "Participants" means the Parties and other States and organisations associated with the Programme in accordance with the provisions of the ICSPA;
- "Organization" designates the Cospas-Sarsat Programme established as a body corporate under Canadian domestic law, which encompasses the Council and the Secretariat;
- "Council guidance" means general directions given by the Council in the form of decisions recorded in the Summary Records of Council sessions or other approved documents, concerning tasks or actions that should be routinely performed by the Secretariat; and
- "Council direction" means a specific Council direction given in the form of a decision recorded in the Summary Record of a Council session or an approved document, concerning a specific task or action to be performed by the Secretariat.

1.2 Scope of the Secretariat Management Guide

This management guide establishes:

- o the Council policies in respect of the management of the Secretariat, including the objectives and mandate of the Head of Secretariat; and
- o the procedures to be followed by the Council and the Secretariat to coordinate their respective activities.

The Council has full authority to amend this document and change the policies, procedures and objectives outlined herein. However, consistency of these policies, procedures and objectives with the provisions of the ICSPA should be maintained at all times. The ICSPA provisions shall take precedence if contradictions or inconsistencies between the two documents were noted.

The Head of Secretariat should rely on the guidance provided in this document to accomplish the tasks and objectives assigned by the Council, unless specific directions have been given by the Council, or by the Council Chair on behalf of the Parties.

1.3 Reference Documents

- C/S P.001 International Cospas-Sarsat Programme Agreement (ICSPA)
- C/S P.002 Procedure for the Notification of Association with the International Cospas-Sarsat Programme by States Non-Party to the Cospas-Sarsat Agreement
- C/S P.003 Procedure for the Association of Organizations with the International Cospas-Sarsat Programme
- C/S P.007 Guidelines for Participating in the Cospas-Sarsat System
- C/S P.011 Cospas-Sarsat Programme Management Policy
- C/S P.013 Cospas-Sarsat Secretariat Staff Handbook

- END OF SECTION 1 -

page left blank

2. COSPAS-SARSAT COUNCIL OVERSIGHT

The ICSPA states that the functions of the Council include, *inter alia*, "the direction of Secretariat activities" (ICSPA – Article 9) and that the Secretariat "shall take directions from the Council in the performance of its functions" (ICSPA – Article 10).

The above ICSPA statements clearly establish the complete authority of the Council to direct and control Secretariat activities.

Although the Head of Secretariat is the legal representative of the Organization under Canadian law, he/she should only act in accordance with Council direction and guidance and must report to the Council as the ultimate authority in the Organization.

This section describes how the Council directs the Secretariat and oversees Secretariat activities. More detailed guidance concerning the management of the Secretariat is provided in sections 3 to 6. Annex D summarises the Council oversight in the major areas of Secretariat activities, for typical tasks performed by the Secretariat routinely or on Council request.

2.1 Council Direction and Guidance

Council direction and guidance will normally be provided to the Head of Secretariat at Council meetings in the form of decisions recorded in the Summary Record of the session. Alternatively, Council direction will be provided:

- in the annual Work Plan for the Secretariat, including the annual Spending Plan, approved by the Council and signed by the Representatives of the Parties; or
- in specific documents approved by the Council such as this document C/S P.012.

When direction or guidance provided via the above mentioned documents conflict with previous guidance or direction, the latest Council decision on the matter should prevail, except if it conflicts with the provisions of the ICSPA or existing legal requirements that might be breached should the latest Council decision be executed. If necessary, the Head of Secretariat should consult with the Representatives of the Parties, via the Chair of the Council, to clarify issues and confirm or amend the Council guidance.

In cases where the ambiguity of existing guidance or contradictions between directions need to be addressed, or to document changes of policy, the appropriate documents should be amended by the Council at its next session and the appropriate decision should be recorded in the Council Summary Record to reflect the applicable direction or guidance.

When assigning a task to the Secretariat, the Council should decide whether the Secretariat should proceed in accordance with the notification, direction or approval procedures described below, and document its decision as appropriate:

- a) Notification: the task can be performed by the Secretariat without new guidance and the Council will be informed of its completion in accordance with the usual reporting procedures.
- b) Direction / Guidance: the task is to be performed in accordance with specific direction provided by the Council, as recorded in the Summary Record of a Council session. Between Council sessions, direction must be provided in writing by the Council Chair, following appropriate coordination with the Parties.
- c) Approval: the Secretariat shall seek Council or Party approval before proceeding with a task or action. Between Council session such approval must be obtained from each Party in writing.

If no specific guidance is given to the Head of Secretariat concerning the need to consult with the Parties for direction, or obtain approval before performing a specific task, the Head of Secretariat may assume that approval for performance or implementation was automatically given when the task was assigned to the Secretariat.

2.2 Communication between the Parties and the Secretariat

Exchange of information between the Parties and the Secretariat should be supported by written material in the language most appropriate to the sending Party, and this material should be circulated among all Parties (CSC-1/CLD/SR/6.8.2). Correspondence from Parties concerning the Programme should be exchanged among all Parties and copied to the Secretariat (CSC-12/CLD/SR/3.7.2). Correspondence from the Secretariat shall be directed to all Parties' Representatives.

The Head of Secretariat is entitled to rely on communications from the Parties or their designated Cooperating Agencies.

Between the sessions of the Council, matters requiring urgent action by the Secretariat should be coordinated with the Chair of the Council. If conflicting views or requests are expressed by the Parties' Representatives, other Participants in the Programme or their Cooperating Agencies concerning the resolution of an urgent matter, the Secretariat should endeavour to resolve the conflict through discussion with the interested parties and, if necessary, coordinate the action to be taken with the Chair of the Cospas-Sarsat Council. *In fine*, the Secretariat shall rely on the written direction given by the Chair of the Cospas-Sarsat Council.

2.3 Control of Secretariat Activities

The control of Secretariat activities is the responsibility of the Cospas-Sarsat Council.

The Council controls Secretariat activities:

- through the approval of document or reports prepared by the Secretariat at the request of the Council;
- through the review of reports prepared by the Head of Secretariat in accordance with Council requests, which are performed at regular or extraordinary Council sessions; and
- as necessary between Council sessions through the review by Parties Representatives or their designated experts of ad hoc reports prepared by the Head of Secretariat upon a specific request of the Council Chair.

When deciding a particular action or providing guidance for a particular activity to be performed by the Secretariat, the Council should define the level of control required, the reporting method and the deadlines. However, the Parties may at any time, via the Council Chair, direct the Head of Secretariat to seek their approval before releasing a document, a report or a letter.

The Parties may also request the Head of Secretariat at any time, via the Council Chair, to prepare in a reasonable time-frame reports on specific matters pertaining to the Secretariat activities or the financial status of the Organization.

In the absence of a specific Council requirement for the approval of documents, reports or correspondence prepared by the Secretariat for the accomplishment of the tasks requested by the Council, the Head of Secretariat should rely on the guidance generally applicable for similar tasks performed routinely by the Secretariat. In such cases Council control is exercised following the performance of the task or action in accordance with the Notification procedure described above in section 2.1 (i.e. through the usual reports submitted to Council).

page left blank

3. MANDATE AND OBJECTIVES OF THE HEAD OF SECRETARIAT

The purpose of the Secretariat is to "assist the Council in the implementation of its functions" (ICSPA Article 10.1). This includes, but is not limited to providing the services outlined in the ICSPA and detailed below in section 3.1. Specifically, the Secretariat will work with the Council to set long-term goals and objectives for the Organization, identify specific strategies, build partnership with other organizations and develop action plans for achieving the goals and objectives.

The mandate of the Head of Secretariat to act on behalf of the Organization is outlined in section 3.2. The assistance to be provided to Council in terms of Programme management and long-term, strategic planning is addressed at section 3.3. Specific aspects of liaison with the Host Country are detailed in section 3.4.

3.1 Secretariat Services

The services to be provided by the Secretariat are listed at Article 10 of the ICSPA. They include:

- " a) conference services for the meetings of the Council and its subsidiary organs;
- b) administrative services concerning general correspondence, system documentation and promotional materials;
- c) technical services including the preparation of reports as instructed by the Council;
- d) liaison with Ground Segment Providers, User States and international organizations; and
- e) such other services as may be required by the Council for the implementation of the Agreement."

The technical services mentioned at Article 10 of the ICSPA also include Cospas-Sarsat operational matters addressed by the Secretariat.

The Secretariat, to operate as the administrative organ for the Organization established in Canada, is also required to perform the following functions:

- human resources management, including the recruitment of staff;
- budget, accounting and fund management services, including invoicing Participants for the agreed contribution towards the Common Costs of the

Programme, maintaining the appropriate records of income and expenditure, managing bank accounts, and preparing financial statements and funding forecasts; and

- contracting for the procurement of goods and services.

The management of human resources, financial and administrative matters is addressed separately in sections 4, 5 and 6 of this document. The management of other Secretariat services is described below.

3.1.1 Conference Services

The Council guidance for Cospas-Sarsat meetings is provided in document C/S P.011 "Cospas-Sarsat Programme Management Policy"

The schedule of Cospas-Sarsat Meetings is established by the Council at the Open Meeting of the last Council session of the year. The Council approves the preliminary agenda for Council and Joint Committee Meetings and the terms of reference for Task Group and Experts' Working Group meetings.

For each of these meetings, in accordance with the usual Council guidance or the applicable Council direction for the particular meeting, the Secretariat shall:

- a) organise, prepare and provide the required meeting support using the Secretariat resources or contracting for additional services as necessary;
- b) issue invitations with information on practical arrangements (venue of the meeting, delegates' accommodation, travel advice, etc.);
- c) prepare working documents and reports for submission to the meeting;
- d) register, format and publish on the Cospas-Sarsat website the documents submitted by Participants in accordance with the agreed guidelines for submission of meeting documents;
- e) draft during the meeting the summary record of discussions and decisions, or the report of the meeting, for approval by participants at the end of the meeting; and
- f) prepare under the direction of the meeting Chair and distribute to participants the final summary record or report, including annexes.

The Secretariat may, under the responsibility of the Head of Secretariat, prepare and submit any document, report or proposal that is consistent with the agenda or the terms of reference of the meeting and the pertinent guidance or direction of the Council. The Head of Secretariat should consult as necessary with the Chair of the meeting to ensure that Secretariat submissions are consistent with the applicable Council guidance.

The Secretariat shall, in accordance with the applicable Council guidance, carry out the action items agreed at Cospas-Sarsat meetings, including the preparation for review by the Parties and distribution to interested States or international organisations of information documents on Council decisions, resolutions and recommendations, and the preparation of technical reports on the status of the Cospas-Sarsat System.

3.1.2 Technical and Operational Services

The technical and operational services to be provided by the Secretariat include:

- a) the management and maintenance of the System technical and operational documentation and the preparation of updates, amendments or new documents for submission to Cospas-Sarsat meetings, as appropriate;
- b) analysing System performance, processing anomalies, beacon population, traffic loads and any other aspect of the System operation as requested by Council, and preparing reports, including the annual System Status and Operations Report, for submission to Cospas-Sarsat meetings and/or approval by Council, as appropriate;
- c) developing test procedures in consultation with beacon manufacturers and test laboratories as necessary to account for particular beacon characteristics, reviewing and analysing 406 MHz beacon type approval testing reports and preparing summary reports for approval by the Council or the Parties' Representatives;
- d) maintaining comprehensive databases describing the operational status and performance of the System, or the characteristics of its components, for publication on the Cospas-Sarsat website and in various reports and general information documents (e.g. System Data documents, Information Bulletins);
- e) assisting the Parties and other Participants in the implementation of commissioning procedures, or any matter related to System operation, as directed by the Council;
- f) assisting the Parties and other Participants in the preparation, implementation, analysis and reporting of System exercises and trials, as requested by the Council;
- g) providing information and expertise to administrations, regulatory authorities, SAR services and beacon owners on Cospas-Sarsat matters, in accordance with the applicable Council guidance; and
- h) contracting for the implementation and managing the operation of the International 406 MHz Beacon Registration Database (IBRD) as directed by the Council, and providing assistance to registration authorities, SAR services and users in accordance with Council guidance.

For the performance of the above technical services, the Secretariat is entitled to rely on technical and operational information provided by the responsible Agencies or Administrations of the Parties and Participants associated with the Programme. Information providers should check the validity and accuracy of the information prepared by the Secretariat and submitted for their review prior to publication. In the absence of comments by responsible Agencies or Administrations from Parties and Participants, the Secretariat is entitled to assume that the technical or operational information submitted for review is correct.

3.1.3 Cospas-Sarsat Programme Documentation

Programme documentation includes:

- a) Programme documents that record the Council policy on the management of the Programme, including the relations with existing or prospective Participants and international organisations, and are referenced in the C/S P.xxx series;
- b) System documents that provide a detailed description of the System and its operation, which comprise general documents referenced in the C/S G.xxx series, operational documents referenced in the C/S A.xxx series, technical documents referenced in the C/S T.xxx series, and IBRD documents referenced in the C/S D.xxx series;
- c) general information documents for the public, including beacon users and administrations, that are publicly released and made available on the website after review and concurrence from the Parties (e.g. Information Bulletin, System Data, or any promotional material describing the Cospas-Sarsat System);
- d) Reports prepared at the request of the Council and referenced in the C/S R.xxx series;
- e) Secretariat documents referenced in the C/S S.xxx series that address the internal administration of the Secretariat and are produced by the Secretariat for its own use and Council information; and
- f) meeting documents, including working or information papers submitted to meetings, meeting reports and Council Summary Records.

The Secretariat shall maintain the documentation of the Cospas-Sarsat System in accordance with guidelines established by the Council, review the existing documentation and propose corrections or updates as necessary to reflect the exact status and the operation of the System. The Secretariat will provide all Participants with an updated list of all currently available documents, as approved by the Council, and distribute copies on request.

The Secretariat shall maintain electronic archives of all documents and hard copies for a minimum of 5 years. Programme and System documents under configuration control

shall be archived in electronic and paper form, with a view to allowing the restitution of previously approved issues and revisions within the last five year period.

The Council decides whether a document can be publicly released, or distributed to a restricted list of recipients, or should be kept in confidence because of personal or proprietary information. Documents that are available for public release after Council approval (e.g. System and general information documents) are placed on the Cospas-Sarsat website for downloading without restriction.

Documents prepared for submission to meetings, meeting reports and the Summary Records of the Open Meeting of Council sessions will be made available for downloading from restricted sections of the Cospas-Sarsat website. Passwords for accessing the restricted sections of the website will be distributed by the Secretariat to Participants' Representatives and other authorised recipients in accordance with Council guidance.

3.1.4 International Communication and Coordination

The Secretariat will coordinate with the Council to develop and implement internal and external communication strategies, which should include:

- a) maintaining and further developing the Cospas-Sarsat website in the three languages of the Programme, in accordance with Council guidance;
- b) developing awareness of the Cospas-Sarsat System amongst non-participating countries and international organisations with responsibilities in the field of SAR, radiocommunications, maritime and aeronautical safety, radio equipment standardisation, etc.;
- c) promoting awareness of the Cospas-Sarsat System amongst distress beacon users, equipment manufacturers, regulators and media organisations;
- d) participating in seminars and conferences, attending international organisations' meetings as required, and informing Cospas-Sarsat Parties and Participants about the relevant activities of these organisations;
- e) preparing for review by the Parties or for Council approval, and presenting on behalf of Cospas-Sarsat, official inputs to the relevant meetings of international organisations, to include ICAO, IMO, ITU, etc.; and
- f) publishing after review and approval by the Parties, as appropriate, general information documents in English, French and Russian, on the Cospas-Sarsat Programme and System performance (e.g. System Data and Information Bulletin).

In addition, the Secretariat will coordinate with Ground Segment Providers and User States with a view to supporting their participation in the System and reporting to Council on Participants' queries.

The Secretariat shall also liaise with potential Participants in the System, report to Council on their interest and queries, and coordinate with the Council or the Parties the Cospas-Sarsat response in respect of their possible association or requests for assistance.

The Secretariat shall not issue press releases, statements or reports on behalf of Cospas-Sarsat to media organisations or the general public without appropriate endorsement or approval by the Council or the Parties. Requests for information or interviews by the media addressing System status or performance shall be handled exclusively by the Head of Secretariat, the Deputy Head of Secretariat or the Officer designated by the Head of Secretariat to address the particular issue.

3.2 Head of Secretariat Mandate

The Head of Secretariat is responsible for the management of the Cospas-Sarsat Secretariat and the performance of the services outlined above. The Secretariat shall perform these services in accordance with the Council directions given either in:

- the annual Work Plan and Spending Plan;
- the Summary Records of the Council; or
- correspondence from the Chair of the Council to the Head of Secretariat.

For the performance of the required services, the Head of Secretariat may authorise expenditures as approved by the Council in the annual Spending Plan. The total expenditure of the Secretariat during the accounting year shall not exceed the annual spending approved by the Council. The approved annual spending can be amended by the Council, or by the Parties through the Council Chair between the sessions of the Council.

The Head of Secretariat, as legal representative of the Organization, can sign contracts for the employment of staff as directed by the Council, and the procurement of goods and services as required for the performance of the services requested by the Council. Any contract or expenditure in excess of the maximum amount decided by the Council shall be approved and explicitly authorised in writing by the Council or the Parties via the Council Chair.

The Head of Secretariat is mandated to manage the Organization's bank accounts and the available funds in accordance with Council guidance. The funds made available to the Organization through the annual contribution of Participants towards the Common Costs of the Programme shall be managed in the best interest of the Organization and in accordance with the guidelines established by the Council. A financial statement shall be prepared annually for approval by the Council.

Except for the procurement of goods and services as authorised by the Council or the performance of actions specifically required by the Council, the Head of Secretariat shall not enter into agreements with third parties or organizations without prior approval of the Council or the written agreement of all Parties.

The Head of Secretariat, or the Secretariat Officer designated by the Head of Secretariat for that purpose, is mandated to represent the Organization at international meetings where Cospas-Sarsat related matters are discussed. The Head of Secretariat should report on these matters to the Council and/or the Joint Committee, as appropriate.

The Head of Secretariat reports exclusively to the Council on the performance of the Secretariat.

3.3 Head of Secretariat Objectives

3.3.1 Annual Objectives

The Head of Secretariat objectives for the forthcoming year are outlined in the annual Work Plan signed by the Representatives of the Parties.

These objectives may be amended by the Council, or at any time between the sessions of the Council by the Parties through the Chair of the Council.

The Head of Secretariat shall report at each Council session or on request by the Council Chair, on the progress made towards the completion of the objectives assigned by the Council.

3.3.2 Strategic Planning

The Head of Secretariat shall assist the Council in the development of a Cospas-Sarsat strategic plan to include the Organization's long-term goals and objectives. In particular, the Head of Secretariat shall perform analysis to forecast the Secretariat resources, including funding and staff, that will be required to provide the services and attain the objectives set forth in the Strategic Plan .

3.4 Liaison with the Host Country

Under the Arrangement between Canada, the Republic of France, the Russian Federation and the United States of America Regarding the Headquarters of the International Cospas-Sarsat Programme (the Arrangement), signed on 5 April 2005, in Montreal, Canada, and pursuant to the Canadian Government Order in Council dated [18 April 2005], the Cospas-Sarsat Programme is accorded "the legal capacities of a body corporate under Canadian domestic law" and the Head of Secretariat is designated as "its legal representative with respect to the functions described in the Programme Agreement".

The Organization, the representatives of member States and Officials of the Organization are accorded exemptions, fiscal advantages and courtesies pursuant to the Understanding Between the Gouvernement du Québec and the Cospas-Sarsat Programme, signed on 17 May 2005.

In accordance with the provisions of the above mentioned Arrangement and Understanding, the Head of Secretariat will liaise with federal and provincial authorities and organisations in Canada on behalf of the Cospas-Sarsat Programme.

The Head of Secretariat will inform the Parties, take direction from the Council or the Parties through the Chair of the Council, and report to the Council on all matters pertaining to relations with the host country, including issues concerning the privileges and immunities of the Organization, the Secretariat Staff, representatives of the Parties and experts on missions for the Organization.

The Head of Secretariat shall notify the host country of the list of delegates to Cospas-Sarsat meetings held at the Cospas-Sarsat Programme Headquarters, or at other locations in the host country, as provided for in the Arrangement.

- END OF SECTION 3 -

4. HUMAN RESOURCES

The Head of Secretariat is responsible for the management of human resources at the Cospas-Sarsat Secretariat. The Head of Secretariat takes direction from and reports to the Council on all matters regarding the Organization's human resources management.

4.1 Human Resources Management Policy

The Organization's human resources management policy is outlined in the Staff Handbook approved by the Council. Amendments to the Staff Handbook shall be approved by the Council. The Head of Secretariat shall consult and take direction from the Parties on all issues that may arise concerning the implementation of the Cospas-Sarsat human resources management policy, including Secretariat staff positions, working arrangements and benefits, staff recruitment, contracts, remuneration, work ethics and disciplinary procedures.

Human resources issues should normally be addressed at regular meetings of the Council, however, should urgent decisions be required, such matters may also be addressed by consultation between the Head of Secretariat and the Representatives of the Parties, through the Council Chair.

Information on personnel matters, including remunerations and benefits, which may have to be disclosed to Parties' Representatives for the purpose of decisions required on human resources management issues, shall be treated as confidential. For this reason, the Council may decide, upon request by the Head of Secretariat, to restrict attendance at Council meetings where discussions on confidential matters will be held, to the Head of Secretariat, the Secretariat Officer in charge of human resources matters and Parties' Representatives only. Documents including confidential information will be identified as "Confidential, For Parties' Representatives Only" and shall not be circulated beyond the intended recipients.

The Secretariat Administration Officer in charge of human resources shall maintain a personnel file for each employee, which shall contain all official documents pertaining to the employee, including contracts, job descriptions, performance assessments, promotions, salary reviews and bonuses, records of absence, annual leave, etc. Employees shall have access to their personnel file on request. Information in the employees' personnel files shall be treated as confidential.

4.2 Secretariat Staff Positions

The Secretariat staff positions shall be opened either to local staff only or to expatriate and local staff, as directed by the Council.

For each staff position at the Cospas-Sarsat Secretariat, a job description must be prepared by the Head of Secretariat and submitted to Council for approval. The job description shall indicate whether the staff position is open to local staff only, or to both local and expatriate staff. The Head of Secretariat submission to Council shall be accompanied with the proposed grading and remuneration levels.

The Head of Secretariat decides on working arrangements and assigns responsibilities to staff in the Cospas-Sarsat Secretariat, as required to achieve the objectives agreed with the Council. The Head of Secretariat may amend a job description and change the assignment of responsibilities as necessary to fulfil the work plan approved by the Council. However, no staff position should be created or suppressed, nor staff recruited or dismissed, without the consent of the Council or the Parties through the Council Chair.

4.3 Recruitment and Contracts

The Head of Secretariat is responsible for the recruitment of staff. However, staff recruitment should be performed in accordance with the procedures outlined below and the applicable Council directions.

4.3.1 Recruitment of Expatriate Staff

The Cospas-Sarsat Secretariat staff will normally comprise at least one national from each of the Parties to the ICSPA with a view to providing appropriate liaison between the Secretariat and each Party. Except for Canadian citizens or permanent residents of Canada, these nationals would normally be recruited as expatriate staff.

The Parties may propose candidates for the Cospas-Sarsat Secretariat staff positions. In the event that the above provision cannot be satisfied due to temporary unavailability of suitable candidates to meet the requirements of the Cospas-Sarsat Secretariat, the Head of Secretariat will determine, in conjunction with the Council, the appropriate course of action.

The recruitment of expatriate staff into a Secretariat staff position shall be authorised by the Council. The terms and conditions of expatriate staff contracts shall be in accordance with the provisions of the Staff Handbook unless otherwise specified in the employment contract. The term of expatriate staff contracts will normally be three years, with possible renewal as proposed by the Head of Secretariat and subject to the Parties' approval.

A Canadian citizen or permanent resident of Canada recruited into a staff position also open to expatriate staff will be recruited with a local employment contract under terms and conditions agreed with the Head of Secretariat and approved by the Council or the Parties through the Council Chair.

When a staff position is declared vacant and open for recruitment of staff under expatriate contract, the position description and the general terms and conditions of the contract shall be publicised by the Head of Secretariat to all Cospas-Sarsat Parties. The Parties are free to propose candidates.

The Head of Secretariat will establish a short list of candidates to be interviewed and will make a selection on the basis of the qualification and experience required to perform adequately in the job, taking also into consideration the objective of having one national from each of the Parties in the Secretariat. The proposed recruitment of the candidate selected by the Head of Secretariat shall be submitted to the Parties for review and the appointment shall be approved by the Council or the Parties acting through the Council Chair.

4.3.2 Recruitment of Local Staff

The recruitment of local staff in Secretariat positions approved by the Council will be performed by the Head of Secretariat on the basis of the competencies, qualifications and experience of the candidates. The recruitment shall be performed in accordance with the "Equal Opportunity" guidelines contained in the Staff Handbook approved by the Council.

The detailed terms and conditions of local staff contracts, including the remuneration, will be agreed between the new recruit and the Head of Secretariat.

The terms and conditions of local staff contracts, including the proposed remuneration, shall be in accordance with the guidelines (i.e. standard contract, post description and grading) approved by the Council. The term of local staff contracts may be fixed or indefinite, as decided by the Council on the basis of the staff position description. Any divergence from standard guidance on local staff contracts shall be approved by the Council.

4.3.3 Recruitment of the Head of Secretariat

The recruitment of the Head of the Cospas-Sarsat Secretariat is the sole responsibility of the Council.

The Council decides on the terms and conditions of the Head of Secretariat contract. The Head of Secretariat will normally be recruited under a three year, fixed term employment contract, which may be renewed at the discretion of the Council. For non-Canadian nationals, the conditions of remuneration and allowances will normally be in accordance with the provisions of the staff handbook in respect of expatriate staff.

The Head of Secretariat shall be recruited amongst candidates proposed by the Parties on the basis of proven qualifications, competencies and experience.

4.4 Remunerations

The salaries and emoluments paid to employees of the Cospas-Sarsat Secretariat include:

- the salary paid to Local and Expatriate employees net of the internal levy raised by the Organization;
- allowances paid to Expatriate staff in accordance with the policy of the organization, as decided by the Council; and
- bonuses that may be paid annually at the absolute discretion of the Council.

4.4.1 Employees with Local Employment Contracts

In accordance with Article 18 of the Arrangement Regarding the Headquarters of the Cospas-Sarsat Programme, Canadian citizens and permanent residents are liable to pay taxes and duties imposed by any law in Canada. The salary of locally recruited employees is specified in the employment contract as an annual gross salary, payable bi-weekly in arrears on the last working day of the pay period.

The salary is paid net of the internal levy raised by the Organization in accordance with the provisions of the Canadian federal tax law and Quebec provincial tax law. The amount of internal levy raised by the Organization should be listed on in the employee's annual tax return with a view to offsetting the employee's federal and provincial tax liabilities by the same amount. The Organization's internal levy will be adjusted from time to time to reflect the forecast amount of taxes that would be due in respect of the agreed pay.

The Gross salary and the amount of internal levy raised by the Organization shall be listed on the pay slip of Local employees.

4.4.2 Employees with Expatriate Employment Contracts

Employees that are not Canadian citizens nor permanent residents of Canada may be recruited in certain Secretariat staff positions, as directed by the Council, under an Expatriate employment contract. In accordance with Article 13 of the Arrangement Regarding the Headquarters of the Cospas-Sarsat Programme, Officials of the organization that are not Canadian citizens or permanent residents of Canada are exempt from taxation on salaries and emoluments paid by the Organization.

The salary of employees recruited as Expatriates is specified in the employment contract as an annual basic salary, payable bi-weekly in arrears on the last working day of the pay period. The basic salary is net of the internal levy raised by the Organization in accordance with the provisions of the Canadian federal tax law and Quebec provincial tax law. Therefore, the gross salary of Expatriate employees is the basic

salary mentioned in the employment contract increased by the amount of the internal levy raised by the Organization.

In addition to their salary, Expatriate staff are entitled to an Expatriate Allowance and a Housing Allowance as stated in their contract.

The basic salary, the allowances and the amount of internal levy raised by the Organization shall be listed on the pay slip of Expatriate employees. The Organization internal levy will be adjusted from time to time to reflect the forecast amount of taxes that would be due in respect of the gross salary and allowances.

4.4.3 Annual Salary Review

A salary review will normally be performed by the Head of Secretariat at the end of each calendar year, in accordance with directions and guidelines provided by the Council. Revised salaries will take effect on the first January of the following calendar year.

4.4.4 Bonus Scheme

The Council may, at its absolute discretion, establish an annual bonus scheme in recognition of the Secretariat staff performance. Bonuses will be awarded by the Head of Secretariat in accordance with directions provided by the Council, following a review of the performance of each staff member. All staff members, whether under Local or Expatriate contracts, are eligible to participate in the bonus scheme.

4.5 Staff Benefits

The Organization contributes on behalf of Local and Expatriate staff to the Quebec health insurance and hospital insurance scheme, as provided for at Article 14 to the Understanding with the Quebec Government. In addition, the Organization complies with the provisions of the *Act respecting occupational health and safety* and the *Act respecting industrial accidents and occupational diseases*, including the contributions on salaries, in accordance with Article 13 of the Understanding with the Quebec Government.

All employees are eligible to participate in the Cospas-Sarsat Staff insurance schemes, including Health Insurance, Health Screen, Life Insurance, Accident and Disability Insurance, in accordance with the provisions of the Staff Handbook.

4.5.1 Local Staff

Cospas-Sarsat contributes to the Quebec Pension Plan on behalf of employees under a Local contract of employment. In addition, the gross salary stated in the employment contract or revised pursuant to the annual salary reviews includes an amount that local

employees may use as their contribution to a Registered Retirement Savings Plan (RRSP). Employees are solely responsible for contributing to the RRSP.

Entitlements to Annual Leave and other special leave, including leave without pay and sickness absence, are described in the Staff Handbook and may be changed from time to time by the Council.

4.5.2 Expatriate Staff

Expatriate staff are eligible to participate in the Cospas-Sarsat Expatriate Employees' Trust by contributing the amount set by the rules of the Trust. Membership in the Cospas-Sarsat Expatriate Employees' Trust is optional. The Council may decide to contribute discretionary amounts to the Cospas-Sarsat Expatriate Employees' Trust to complement employees' contributions.

Entitlements to Annual Leave, Special Leave, Unpaid Leave, Sickness Absence and Maternity and Paternity Leave are described in the Staff Handbook and may be changed from time to time by the Council. Home leave assistance is provided to Expatriate staff and their dependents every two years in accordance with the rules described in the Staff Handbook.

Education assistance is provided to Expatriate staff with dependent children in accordance with the rules described in the Staff Handbook.

4.6 Dismissal of Staff

The employment of Staff in the Secretariat may be terminated in circumstances identified in the Staff Handbook (e.g. expiration of fixed term appointment, redundancy, gross misconduct, etc.) and in accordance with the procedure provided in the Staff Handbook.

The Head of Secretariat shall consult with the Parties or the Council prior to terminating the employment contract of a Staff member. Council approval shall be obtained in the case of employees with an Expatriate staff contract.

4.7 Staff Performance Assessment, Grievances and Disciplinary Actions

The performance of new recruits shall be assessed by the Head of Secretariat or the designated supervisor at the end of the probation period and documented in the personnel file of the employee. After an employee has been confirmed in his/her position, an annual performance assessment shall be performed jointly by the Head of Secretariat, or the designated supervisor, and the employee, and documented in the employee's personnel file.

Any complaints by the employee, or written warning made by the Head of Secretariat or the supervisor in accordance with the disciplinary procedure described in the Staff Handbook, shall be recorded in the employee's personnel file.

4.8 Staff Development and Training Programmes

The Council may authorise staff development or training programmes, as proposed by the Head of Secretariat. Such programmes must be consistent with the objectives of the Organization and the qualification requirements of a staff position. The Secretariat will normally arrange language training in English or French for employees and their spouses who do not have the language as their mother tongue.

The provision of staff development and training, including language training, will be subject to the availability of adequate funding in the Spending Plan approved by the Council.

- END OF SECTION 4 -

page left blank

5. ADMINISTRATION AND REPORTING

The Secretariat is the permanent administrative organ of the Programme (ICSPA – Article 10.1). Per the Arrangement between Canada, the Republic of France, the Russian Federation and the United States of America Regarding the Headquarters of the Cospas-Sarsat Programme, the Head of Secretariat is the legal representative of the Organization established in Canada, which includes the Council and the Secretariat.

Pursuant to the provisions of the ICSPA and the Headquarters Arrangement, the Head of Secretariat is responsible for the administration of the Programme under the direction and control of the Council.

5.1 General Administration of the Programme

The general administration of the Programme includes:

- the revision, preparation and dissemination of system documentation and promotional materials approved by the Council;
- answering general correspondence, *inter alia*, the correspondence with national administrations, international and national organizations, equipment manufacturers and distress beacon owners/operators;
- maintaining the database of contact details for the official Representatives of Parties and Participants, document holders, prospective participants, administrations, international organisations, equipment manufacturers, etc.;
- maintaining the Cospas-Sarsat website in accordance with Council guidance;
- maintaining the archives of the Programme documentation in accordance with Council guidance;
- recruiting and managing staff in accordance with Council directions; and
- procuring goods and services as required to support the requested services, i.e. administrative, financial, accounting, conference, technical and international liaison, as defined in sections 4 and 6 of this document and the annual Work Plan and Spending Plan approved by the Council.

The Secretariat shall maintain a filing and archiving system that allows access to any item of correspondence and documentation received or issued during the last five year period.

5.2 Conference Administration

The Secretariat shall organise Cospas-Sarsat meetings as directed by Council and coordinate as necessary with the designated Chair for the meeting. The Secretariat is also responsible for coordinating meeting requirements with the host for meetings held away from the Organization's Headquarters. In particular, the Secretariat shall:

- rent appropriate conference facilities for the meeting held in Canada or coordinate with the host for the provision of adequate facilities for meetings held away from the Organization's Headquarters;
- arrange for simultaneous interpretation from and to English, French and Russian at Council meetings;
- arrange for secretarial support for the meeting, including staff and office facilities, either using the resources of the Cospas-Sarsat Secretariat or coordinating with the host for meetings held away from the Organization's Headquarters; and
- arrange hospitality for delegates in accordance with Council guidance.

The agreed rules for convening the meetings of the Council and its subsidiary organs and inviting for representation at meetings, including the meeting rules of procedure, are addressed in the document C/S P.011 "Cospas-Sarsat Programme Management Policy".

The Secretariat shall manage the registration, preparation and distribution of the documents submitted for consideration, and reports produced at Cospas-Sarsat meetings, in accordance with the applicable Council guidance, including the rules concerning the submission of documents.

The Cospas-Sarsat Representative for each Participant and the official point of contact for Observers shall inform the Secretariat in advance of a meeting of the members of their delegation. The Secretariat shall maintain the list of meeting attendees on the basis of information forwarded by Representatives, prepare security badges and provide delegates with practical information in respect of the conference facilities, including special arrangements made for meals, accommodation, travel, telephones, etc.

The Secretariat will not make arrangements on behalf of delegates concerning their travel and accommodation requirements. The registration of a delegate as part of an invited delegation shall always be confirmed by the Representative or Head of Delegation.

For meetings held in Canada, in accordance with the provisions of the Headquarters' Arrangement, the Secretariat shall provide the Canadian authorities with the list of registered delegates to Cospas-Sarsat meetings.

The Head of Secretariat will assign responsibilities to the staff of the Secretariat for the preparation of meetings and decide on the level of Secretariat staff support that is required for meetings held away from the Organization's Headquarters. Secretariat staff requested to travel for meetings will be compensated for their expenses in accordance with the business travel policy outlined in the Staff Handbook. The hosts of meetings held away from the Organization's Headquarters are expected to cover the additional costs incurred in respect of the meeting, except for the Secretariat staff travel and accommodation, in accordance with the policy agreed by the Council, as described in the document C/S P.011 "Cospas-Sarsat Programme Management Policy".

5.3 Reports on Secretariat Activities

The Head of Secretariat shall prepare for review at the Open Meeting of the last Council session in the calendar year a report of Secretariat activities for the past twelve months. This report should address the routine activities of the Secretariat in respect of the services outlined in section 3 of this document, and any specific task or action that was undertaken by the Secretariat in response to specific Council requests.

The Head of Secretariat should also address in the Secretariat activity report, or in separate reports as appropriate, any issue that affected the Programme management, the System operation, Secretariat activities and/or the amount or quality of services provided by the Secretariat during the past year, as well as these issues that may affect Programme objectives, System operation, or Secretariat services and activities in the future.

The Council may, from time to time, request the Head of Secretariat to prepare reports on specific tasks or activities, as required for the management of the Programme or to ensure reliable System operation.

- END OF SECTION 5 -

page left blank

6. FINANCIAL RESOURCES MANAGEMENT

The Head of Secretariat shall manage the financial resources of the Organization according to guidance provided below, or as specifically directed from time to time by the Council.

6.1 Participants' Contributions and Funds Management

The Council will determine on the basis of the agreed forecast of expenditures and funds required to meet the medium-term operating costs of the Organization, the level of the annual contributions from Parties and Participants towards the Common Costs of the Programme. When determining the appropriate level of contributions, the Council will take into account the need for a reasonable operating reserve that will allow the Secretariat and the Organization to continue operating at the beginning of the accounting year, before payments are received from Parties or Participants. Similarly, a contingency reserve shall be maintained at all times to provide for possible liabilities of the Organization, particularly in respect of the employment of staff in the Secretariat.

Forecast funding requirements should be based on an operating reserve at the end of the accounting year equal to 40% of the operating budget, and a contingency reserve representing 80% of the estimated liabilities that might be incurred in respect of the staff employed at the Secretariat. An evaluation of the required contingency funds shall be produced by the Secretariat on an annual basis and the Council should adjust the agreed level of contingency reserve from time to time, as appropriate.

The Secretariat shall invoice each Party and Participant at the beginning of the calendar year for their agreed amount of contribution towards the Common Costs of the Programme, including overdue contributions from previous years. Separate accounts shall be maintained for each Participant with a record of invoiced amounts and individual payments. Overdue contributions shall be added, or excess payments deducted from the following year's invoice.

The funds available to the Organization and not immediately required for the operation of the Secretariat shall be managed by the Secretariat so as to produce a reasonable interest income.

6.2 Financial Statements and Reporting

The Secretariat shall prepare forecast income and expenditure statements for review by the Council at the end of each accounting year, and a final financial statement for approval by the Council at the session that follows the end of the accounting year. The Organization's accounting year shall be the calendar year.

For each accounting year, the Secretariat financial statements shall include:

- a status of contributions by all non-Party Participants;
- a status of contributions by the Parties;
- a status of expenditure detailed per the items of the approved Spending Plan;
- a status of income and expenditure for the accounting year; and
- the balance of funds at the end of the accounting year.

In addition, the Secretariat shall prepare a separate status of each Party's accounts, showing the exact debtor/creditor status of each Party with respect to the funds of the Organization.

The Secretariat accounts shall be audited by independent auditors selected by the Council. The conclusion of the audit shall be reported to the Council, together with the Secretariat financial statements.

Exceptional items may be included in the final statement of expenditure to offset deferred income from unpaid contributions in the end of year balance of funds. However, except for specific Council direction, debt from unpaid contributions shall not be cancelled and will be accounted for as deferred income in the forecast funding requirements.

6.3 Annual Spending Plan and Long-Term Funding Requirements

The Head of Secretariat shall prepare at the end of each calendar year a Spending Plan for the following year, which will be submitted to the Open Meeting of the Council for approval. The Spending Plan shall include all expected expenditure for performing the services described in the Work Plan approved by the Council for the accounting year, including staff costs, meeting costs and overheads (see pro-forma Spending Plan at Annex B).

For the performance of any additional service or any additional expenditure beyond those anticipated in the approved Work Plan and the corresponding Spending Plan, specific approval of the Parties is required. Such specific approval shall be given to the Head of Secretariat through the Chair of the Council. However, the Head of Secretariat is allowed to adjust the Spending Plan to satisfy the need for secretarial, administrative or conference support, subject to savings on other items in order to maintain the total spending within the agreed limit (CSC-8/CLD/SR/3.3.5).

In addition to the annual spending plan, the Head of Secretariat shall prepare for review by the Council a ten year forecast of funding requirements with a view to determining the date at which new Council decisions will be required to maintain adequate funding for the Common Cost of the Programme.

6.4 Procurement and Accounting

The Head of Secretariat is responsible for the procurement of goods and services as required for the performance of Secretariat services requested per the annual Work Plan, including the establishment of the staff payroll. The Head of Secretariat may decide on the procurement of goods and services in accordance with Council guidance for a maximum amount of CAN\$ 30,000. When the expected procurement cost or payment for services is over this limit, specific direction shall be obtained from the Council or the Parties through the Chair of the Council.

The Head of Secretariat shall ensure that appropriate accounting procedures are established and adhered to for recording and reporting the exact status of income realised and expenditure incurred by the Organization, as required for the auditing of the Organization's accounts.

The agreed procurement, payment and accounting procedures are provided at Annex C to this document.

- END OF SECTION 6 -

page left blank

ANNEXES
TO THE
COSPAS-SARSAT SECRETARIAT MANAGEMENT GUIDE

page left blank

ANNEX A**LIST OF ACRONYMS**

CLD	Closed
CSC	Cospas-Sarsat Council
ICSPA	International Cospas-Sarsat Programme Agreement
ICAO	International Civil Aviation Organisation
IMO	International Maritime Organisation
ITU	International Telecommunication Union
OPN	Open
SAR	Search and Rescue
SR	Summary Record

- END OF ANNEX A -

page left blank

ANNEX B**FORMAT OF ANNUAL SPENDING PLAN**

COST ITEM	Jan - Dec 2005 Forecast	Approved plan 2004
1. Secretariat Staff		
1.1 Salaries	392,500	385,500
1.2 Allowances	135,000	130,000
1.3 Employer Costs	142,000	122,000
1.4 Recruit/Installation/Relocation	0	0
1.5 Training/conferences	5,000	5,000
	674,500	642,500
2. Temp. Personnel and Other Professional services		
2.1 Temporary Staff	1,000	1,000
2.2 Translation Services	4,000	4,000
2.3 Professional Services	5,000	4,000
	10,000	9,000
3. Cospas-Sarsat Meetings		
3.1 Interpretation	25,000	23,500
3.2 Meeting Rooms	40,000	42,000
3.3 Other Costs	13,000	13,000
	78,000	78,500
4. Overheads		
4.1 Accommodation and Office Service	84,000	81,000
4.2 Telephone/Fax	4,000	4,000
4.3 Promotional Material	3,000	3,000
4.4 Travel	52,000	50,000
4.5 Office Supplies	5,000	5,000
4.6 Postage + Freight	7,000	7,000
4.7 Printing + Copying	7,000	6,500
4.8 Computer Expenses	3,000	3,000
4.9 IT Services	27,000	27,000
4.10 Depreciation	3,000	3,000
	195,000	189,500
5. Financial Expenses		
5.1 Interest Paid	0	0
5.2 Bank Charges	500	500
5.3 Currency (gains)/losses	0	0
	500	500
TOTAL RECURRING EXPENDITURE	958,000	920,000
6. Exceptional Items		
	0	0
TOTAL OPERATING EXPENDITURE	958,000	920,000

- END OF ANNEX B -

page left blank

ANNEX C**PROCUREMENT, PAYMENT AND ACCOUNTING PROCEDURES****TABLE OF CONTENTS**

C.1	PAYMENTS	C-3
	C.1.1 Goods and Services	C-3
	C.1.2 Staff Expenses	C-3
	C.1.3 Business Travel Expenses	C-4
	C.1.4 Petty Cash Advances	C-4
	C.1.5 Cheque Run	C-4
C.2	INCOME	C-4
	C.2.1 Invoicing	C-4
	C.2.2 Receipts	C-5
C.3	ACCOUNTING	C-5
	C.3.1 Accounting System	C-5
	C.3.2 Accounting Reports	C-5
C.4	PAYROLL	C-6
	C.4.1 Payroll Data and Amendments	C-6
	C.4.2 Payroll Payment Authorisation	C-6
C.5	APPROVAL OF FINANCIAL DOCUMENTS	C-6
C.6	FILING	C-7

Note: Adopted at CSC-22/CLD (see CSC-22/CLD/SR/3.2.7) – Revised at CSC-35.

page left blank

C.1 PAYMENTS

C.1.1 Goods and Services

Goods and services purchased will require:

- Purchase orders if suppliers are to be paid on agreed credit terms; or
- Cheque requisition if no credit is given for payment of goods and services.

a) Goods and services to be paid under credit terms

A purchase order will be raised by the Executive Assistant, approved by the Head of Secretariat, sent to the supplier and a copy filed in accordance with the secretariat filing system.

Invoices received from the supplier will only be processed for payment if the description, quantity and price of the goods and services agree with the corresponding purchase order. The invoices will then be authorised by the buyer or an authorised signatory.

Invoices with discrepancies will be placed under query (DO NOT PAY status) until rectified and approved as above.

(b) Goods and services to be paid under no credit terms

A cheque requisition will be raised with all relevant documents (invoices, booking forms etc.) attached.

All cheque requisitions shall be reviewed and approved by the Head of Secretariat before processing for payment.

C.1.2 Staff Expenses

Staff will complete an expense claim form with all relevant documents (receipts, proof of payment etc.) attached.

All completed expense claim forms shall be reviewed and approved by the Head of Secretariat before processing for payment.

C.1.3 Business Travel Expenses

Staff will complete a Travel Authorisation Form for the approval of the Head of Secretariat before the trip.

A Business Travel Claim Form will be completed after the trip with all relevant documents (receipts, proof of payment, etc.) attached.

All completed Business Travel Claim Forms shall be reviewed by the Finance and Administration Officer and approved by the Head of Secretariat before processing for payment.

Differences between the claim and the Travel Authorisation Form will place the claim under query (DO NOT PAY status) until discrepancies have been rectified, or clarified and approved as above.

C.1.4 Petty Cash Advances

Staff will complete a Petty Cash Form. All completed Petty Cash Forms will be reviewed and approved by the Finance and Administration Officer before processing for payment. Petty cash advances will normally be limited to a maximum of CAN\$ 200,00.

An Expense Claim Form will be completed after the event with all relevant documents (receipts, proof of payment, etc.) attached, for approval by the Head of Secretariat.

C.1.5 Cheque Run

Cheques will be raised on the 2nd and 4th Fridays of each month. There will be exceptional cases at the discretion of the Head of Secretariat where cheques may be paid at other dates. All cheques shall be signed by two authorised signatories as stipulated in the Bank mandate.

C.2 INCOME

C.2.1 Invoicing

Invoices in respect of contributions will be raised in accordance with the Council's directions. All other invoices will be raised as deemed necessary.

All invoices shall be reviewed, approved by the Head of Secretariat and despatched with a covering letter.

C.2.2 Receipts

Receipts from Parties' and Participants' contributions will be deposited into the Organization's Canadian dollar bank account.

US\$ and UK£ payments will be converted to CAN\$ using the current exchange rate as on the date of receipt of the payment, and the corresponding CAN\$ amount will be recorded as the actual Participant's contribution.

All deposit remittance advices will be filed in accordance with the Secretariat filing system.

C.3 ACCOUNTING

C.3.1 Accounting System

The accounting system chosen at the moment to provide the necessary checks and controls for the smooth running of the Secretariat is SAGE Line 100 (single user).

The system is made up of the Sales, Purchase and General Ledgers, along with the Cash Book and Report Writer modules. This will provide the Secretariat with an accurate forecasting tool and clearly presented management reports for both planning and decision making.

The system will be installed onto the PCs of the Executive Assistant, the Finance and Administration Officer and the Head of Secretariat. Inputs will be restricted to the Executive Assistant and the Finance and Administration Officer. The SAGE Line 100 (single user) does not allow for multiple simultaneous access.

C.3.2 Accounting Reports

The following management reports will be produced monthly by the Finance and Administration Officer:

- § Aged Debtors Report: A list of aged outstanding debts due to the Secretariat.
- § Aged Creditors Report: A list of aged outstanding debts due from the Secretariat.
- § Bank Reports: A report on the status of the Secretariat's bank accounts.
- § Expenditure Analysis Report: A report on the monthly comparison of actual and budgeted expenditure.

C.4 PAYROLL

C.4.1 Payroll Data and Amendments

The two-week payroll data, including all changes, will be prepared by the Finance and Administration Officer and reviewed by the Head of Secretariat before transmission to the payroll bureau.

A copy of the approved payroll data will be filed by the Finance and Administration Officer.

C.4.2 Payroll Payment Authorisation

The payroll bureau will provide the corresponding payment data (payslips). Any change to the payment data shall be reviewed by the Finance and Administration Officer and authorised by the Head of Secretariat before actual payment is made.

The authorised payments will be made into individual staff Bank accounts via BACS, normally on the last working day of each pay period.

C.5 APPROVAL OF FINANCIAL DOCUMENTS

In the absence of the Head of Secretariat, the Deputy Head of Secretariat or the Officer designated by the Head of Secretariat may approve all of the above documents required for procurement, payment and accounting, except:

- a) the payroll data and payroll payment authorisation which must be established by the Finance and Administration Officer and approved by the Head of Secretariat; and
- b) petty cash advances which are approved by the Finance and Administration Officer.

In the absence of the Finance and Administration Officer, the Head of Secretariat may approve all relevant documents. Inputting data on the Sage accounting system, reviewing and all other functions performed by the Finance and Administration Officer will be suspended until his return. If deemed necessary, inputting will be performed by the Executive Assistant, reviewing and other functions will be performed by a designated Officer.

C.6 FILING

The Secretariat central filing system in respect of Accounting, Payroll, Procurements and Human Resources will be maintained by the Finance and Administration Officer.

HR and Payroll files will be kept in a secured cabinet with access restricted to the Finance and Administration Officer and the Head of Secretariat.

- END OF ANNEX C -

page left blank

ANNEX D**SUMMARY OF COUNCIL OVERSIGHT OF SECRETARIAT ACTIVITY**

Ref. in C/S P.012	Task	Procedure	Comments
CONFERENCE SERVICES			
3.1.1	Meeting schedule, agenda, terms of reference	Approval	Schedule of meetings, preliminary agenda and terms of reference for TG and EWG meetings are approved by Council.
3.1.1	Meeting support	Guidance / Direction	Secretariat makes arrangements, issues invitations, prepare documents, registers participants, draft meeting summary.
3.1.1	Working documents	Notification	Secretariat may prepare, submit documents in accordance with Council guidance.
3.1.1	Meeting reports	Approval	Meeting participants approve report to Council, Council approve Summary Record of Council session. SR or Report are issued under Meeting Chair direction.
TECHNICAL AND OPERATIONAL SERVICES			
3.1.2	Analyse system performance, develop test procedures	Guidance then Approval	Secretariat performs analysis, prepare report and submits report to Council / Parties for approval.
3.1.2	Assist commissioning procedures	Guidance / Direction	As requested by Participants.
3.1.2	Beacon Type Approval	Approval	Secretariat reviews and analyses test reports and prepares summary report for approval by Council or Parties.
3.1.2	Provide information and expertise	Notification	Support Administrations, regulatory authorities, SAR service, beacon owners.
3.1.2	IBRD	Direction	Secretariat to implement and manage the IBRD as directed.
			.../...

PROGRAMME DOCUMENTATION			
3.1.3	Review, update, archive and generate new system documentation	Direction and Approval	Council approves documents under configuration control, decides on their release.
COORDINATION AND COMMUNICATION			
3.1.4	Promote awareness of the Cospas-Sarsat System	Notification, Direction and/or Approval	Secretariat prepares and presents, on behalf of Cospas-Sarsat, official inputs to relevant meetings of international organisations, to include ICAO, IMO, ITU, etc.
3.1.4	Provide current information on System status, maintain website	Notification	Status to be provided by operator.
	Publish general information on Programme and System performance	Approval	e.g. System Data and Information Bulletin
3.1.4	Press Releases	Direction and Approval	Press releases, statements or reports on behalf of Cospas-Sarsat to media organisations or the general public must be approved by Council.
HEAD OF SECRETARIAT MANDATE / OBJECTIVES			
3.3.1	Work Plan	Approval	Council approves annual work plan (see also 6.3 on Spending Plan).
3.3.2	Strategic Planning	Approval	Secretariat prepares forecasts of resources required to support long-term goals and objectives defined/approved by Council.
3.4	Liaison with host country	Notification	Secretariat reports to Council/Parties on all issues related to host country
ADMINISTRATION AND REPORTING			
5.1	General Admin.	Notification	
5.2	Conference Admin.	Notification	
5.3	Reports	Direction	As requested, Head of S. prepares reports on specific tasks or activities

HUMAN RESOURCES			
4.1	Staff Handbook	Approval	Any amendment must be approved by Council. Part A of Staff Handbook is contractual.
4.1	Personnel Files	See comment	Confidential – Parties' Representatives only on need to know basis.
4.2	Staff Position Descriptions	Approval	Including category (Local / Expat.), grading and remuneration.
4.2	Working Arrangements Assignment of Duties	Notification	Head of Secretariat to report to Council as necessary.
4.3.1	Recruitment of Expatriate Staff	Direction and Approval	Terms and conditions as per Staff Handbook, otherwise to be approved by Council.
4.3.2	Recruitment of Local Staff	Direction and Notification	Terms and conditions as per Staff Handbook, otherwise to be approved by Council.
4.4.1 and 4.4.2	Basic Salary and Applicable Allowances	Direction (see 4.2)	Agreed between staff and Head of Secretariat in accordance with staff position description approved by Council.
4.4.3	Annual Salary Review	Direction	Performed by Head of Secretariat per Council direction.
4.4.4	Bonus	Direction	Awarded by Head of S. per Council direction.
4.6	Dismissal of Staff	See comment	Consultation with Parties –Approval required for Expatriate staff.
4.7	Staff Assessment	See comment	Confidential – Parties' Representatives only on need to know basis.
4.8	Development and Training	Direction	Subject to annual funding approved by Council. Proposed by Head of Secretariat, authorised by Council.
FINANCIAL RESOURCES MANAGEMENT			
6.1	Invoice Parties and Participants	Direction	Council determines the level of annual contributions towards the Common Costs.
6.2	Statements	Approval	Secretariat prepares income and expenditure statements for Council approval.

FINANCIAL RESOURCES MANAGEMENT (continued)			
6.3	Spending Plan	Approval	Spending plan must be approved by Council with max. spending limit.
6.3	Forecast of funding requirements	Direction	Council reviews 10 year forecast of funding requirements to determine the required level of contributions.
6.4	Procurement	Notification or Approval	Council approval required for procuring goods or services in excess of CAN\$ 30,000.

Definition of Terms (reference C/S P.012 section 2.1):

Notification: the task can be performed by the Secretariat without new guidance and the Council will be informed of its completion in accordance with the usual reporting procedures.

Direction / Guidance: the task is to be performed in accordance with specific direction provided by the Council, as recorded in the Summary Record of a Council session. Between Council sessions, direction must be provided in writing by the Council Chair, following appropriate coordination with the Parties.

Approval: the Secretariat shall seek Council or Party approval before proceeding with a task or action. Between Council session such approval must be obtained from each Party in writing.

- END OF ANNEX D -

- END OF DOCUMENT -

Cospas-Sarsat Secretariat
700 de la Gauchetière West, Suite 2450, Montreal (Quebec) H3B 5M2 Canada
Telephone: +1 514 954 6761 Fax: +1 514 954 6750
Email: *mail@cospas-sarsat.int*
Website: *http://www.cospas-sarsat.org*
