

**Annex 7**

**Change Log to the amended and restated Operating Procedures of the  
Board and Committees**

## Change Log for Operating Procedures

Current Operating Procedures	Revised Operating Procedures (edits, new or relocated sections where bolded and underlined)	Summary of Change
<p>A. Board Member Representation</p> <ol style="list-style-type: none"> <li>1. Board Member</li> <li>2. Alternate Member</li> <li>3. Communications Focal Point</li> <li>4. Additional Delegates, Advisers, and Observers; Invited Guests</li> <li>5. Notification of Representation and Selection Processes</li> </ol>	<p>A. Board <b><u>Composition and Membership</u></b></p> <ol style="list-style-type: none"> <li>1. <b><u>Board Composition</u></b></li> <li>2. <b><u>Board Chair and Vice-Chair</u></b></li> <li>3. Board Members</li> <li>4. Alternate Members</li> <li>5. Communications Focal Points</li> <li>6. <del>Additional Delegates, Advisers, and Observers; Invited Guests</del></li> <li>7. <del>Notification of Representation and Selection Processes</del> <b><u>of Board Constituency Roles</u></b></li> <li>8. <b><u>Disputed Board Seats</u></b></li> <li>9. <b><u>Vacancies on the Board</u></b></li> </ol>	<p><i>In the “Board Composition” section, reference is made to the section of the Bylaws that outlines the Board constituencies. The definitions of “Donor Voting Bloc” and “Implementer Voting Bloc,” which appeared much later in the document have been moved to the start, and modified to “Donor Voting Group” and “Implementer Voting Group”.</i></p> <p><i>Sections describing the Board Chair and Vice-Chair roles, previously found in a later section, have been moved into this section.</i></p> <p><i>With the shift of existing text on constituencies and the process of selecting representatives, which had been compressed in the “Board Members” section, into standalone sections, the “Board Members”, “Alternate Members” and “Communications Focal Points” sections have been simplified.</i></p> <p><i>The newly titled section “Participants of Board Meetings” remains mostly unchanged except for the removal from the title of a variety of participant types, none of which were every defined or clarified elsewhere in the document. The maximum allowed of 10 participants per Board constituency per Board</i></p>

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		<p><i>meeting is both emphasized and stated more clearly, including encouragement to include members of the standing committees as part of these delegations to the Board meeting.</i></p> <p><i>The section on “Selection of Board Constituency Roles” consolidates text that had been repeated in each of the “Board Members,” “Alternate Members” and “Communications Focal Points” sections into a single section.</i></p> <p><i>The sections on “Disputed Board Seats” and “Vacancies on the Board” have been relocated to this portion of the Operating Procedures.</i></p>
<p>B. Calling Board Meetings</p> <p>6. Regular Board Meetings</p> <p>7. Emergency Board Meetings</p> <p>8. Communications</p>	<p>B. <del>Calling</del> Board Meetings</p> <p>10. <b><u>Regular Board Meetings</u></b></p> <p>11. <b><u>Emergency Board Meetings and Urgent Board Decisions</u></b></p> <p><del>Communications</del></p>	<p><i>The section on emergency board meetings, and existing clauses related to urgent board decisions have been merged under one section called “emergency board meetings and urgent board decisions” since the procedure to follow are directly linked or very similar in such event.</i></p> <p><i>Under “Regular Board Meetings”, a new clause has been introduced for the Board to approve the location of Board meetings and the meetings of any other governing body held outside of Geneva, Switzerland. Hence this requirement to obtain Board approval shall apply to meetings of the Partnership Forum and Standing Committees. Whereas the minimum two</i></p>

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		<p><i>meetings per year had to be divided between Geneva, Switzerland and a country with grants financed by the Global Fund, the provision has been amended to only require that one of the two minimum meetings per year has to take place in Geneva, Switzerland, which provides for the possibility of meeting in both, donor and implementer countries.</i></p> <p><i>Place and dates of regular board meetings should be announced 90 instead of 40 days ahead of the commencement of each board meeting.</i></p> <p><i>Clauses related to developing and sharing the Board agendas and background documents have been moved under a separate section that consolidates provisions on agendas and background documentation.</i></p> <p><i>“Emergency Board Meetings,” aside from non-material alignment with the other edits, remain the same.</i></p> <p><i>Previous details on “Communications” have been moved and consolidated with repeated provisions in the section on “Inter-sessional Deliberations of the Board”, along with non-material edits to better define and delineate the interactions between the board leadership, the board and coordinating group and the Secretariat.</i></p>

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<p>C. Conduct of Board Meetings</p> <p>9. General Conduct at Board Meetings</p> <p>10. Attendance at Board Meetings</p> <p>11. Agenda of Board Meetings</p> <p>12. Advanced Preparation of Decisions for Board Meetings</p> <p>13. Motions of the Board</p> <p>14. New Motions or Decision Points</p> <p>15. Decision-making of the Board</p> <p>16. Quorum of the Board</p> <p>17. No-Objection Process for Board decisions</p> <p>18. Languages</p> <p>19. Closed Sessions of the Board</p> <p>20. Transparency</p>	<p>C. Conduct of Board Meetings</p> <p>12. <b><u>Quorum of the Board</u></b></p> <p>13. <b><u>General Conduct at Board Meetings</u></b></p> <p>14. Attendance at Board Meetings</p> <p>15. Agenda of Board Meetings <b><u>and Background Documentation</u></b></p> <p>16. <b><u>Rapporteur</u></b></p> <p>17. <b><u>Advanced Preparation of Decisions for Board Meetings</u></b></p> <p>18. Motions of the Board</p> <p>19. New Motions or Decision Points</p> <p>20. Decision-making <b><u>and voting procedures</u></b> of the Board</p> <p>21. <b><u>Languages</u></b></p> <p>22. Closed Sessions of the Board</p> <p>23. Transparency</p>	<p><i>To better identify the quorum provision, previously embedded within the document, the unchanged provision now has a more prominent position at the start of this section.</i></p> <p><i>Some of the overly detailed language was cut out for the “General Conduct at Board Meetings” section for simplicity (e.g., calling board members seated at the table by their names).</i></p> <p><i>The newly combined “Agenda of Board Meetings and Background Documentation” section retains current practice and timelines around pre-meeting distribution of information and documents, but have been consolidated into this section rather than having this information spread in different, less logical sections in the current document.</i></p> <p><i>The definition of the “Rapporteur” role has been moved, unchanged, to this section to reflect when it happens in the sequence of events. Since it is the Board – rather than the Board Chair – who appoints a rapporteur by a decision point at the beginning of each board meeting, this process has been further clarified.</i></p> <p><i>The “Advanced Preparation of Decisions for Board Meetings” maintains the current process for</i></p>

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		<p><i>suggesting amendments, with the following changes: (i) prior notice must be at least 48 hours before the start of the Board meeting rather than relevant session within the Board meeting agenda; (ii) clarify previous in-document inconsistency that said Committee Leadership as well as the full Committee would determine whether an amendment is “friendly” or consistent with Committee intent by putting this determination in the power of the Committee Leadership, in consultation with the Committee, which reflects what is more feasible in practice; and (iii) clarifies the language for how a further motion can be raised to consider a proposed amendment deemed as not “friendly”, which is not a material change from the existing process and practice.</i></p> <p><i>The “Decision-making and voting procedures of the Board” section has been significantly shortened removing the examples of how the Board Leadership can drive towards a consensus decision, retaining the current principle that all efforts should be made to reach consensus and voting procedures regarding the required number of votes for a motion to pass and how votes should be entered into the records. Previous provisions that mixed electronic voting and the emergency powers of the Board Chair and Vice-Chair with standard Board Meeting procedures have been</i></p>

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		<p><i>moved to their separate section in “Inter-sessional Deliberations of the Board”.</i></p> <p><i>With respect to “Languages”, interpretation may be provided in any of the 6 UN languages at Board meetings upon request, rather than current practice by which interpretation is automatically provided in all 6 UN languages. Whereas past provisions indicated that the Secretariat would undertake reasonable efforts based upon available budget to translate certain materials or documents essential for deliberations, the provision is now simplified to note that the Secretariat may provide translations for certain materials or documents.</i></p> <p><i>Constituency interventions should be limited to 3 minutes instead of 5 minutes.</i></p> <p><i>With respect to executive session participation, the current practice of permitting only Board Members and Alternate Members of the voting constituencies of the Board remains. The language has been clarified that “other participants” that can be invited by the Board Chair to participate include the Board Members and Alternate Members of the non-voting constituencies of the Board, as well as the Chairs and Vice-Chairs of the committees, depending on the matters discussed.</i></p>

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<p>D. Inter-sessional Deliberations of the Board</p> <p>21. Communications</p>	<p>D. Inter-sessional Deliberations of the Board</p> <p>24. Communications</p> <p>25. <b><u>Electronic Decision-making of the Board</u></b></p> <p>26. <b><u>No Objections Process for Board decisions</u></b> <b><u>Urgent Board decisions</u></b></p>	<p><i>As noted above, an expanded section on “Electronic Decision-making of the Board” has been added to clarify the same voting thresholds for in-person voting apply in these types of decisions. Reference is also made to possible extension of voting periods by the Chair and Vice-Chair of the Board prior to deadlines to align with existing practice. Recent clarifications to electronic voting process, as communicated to the Board in each electronic decision request, have also been incorporated (e.g., hitting “reply all” when sending comments).</i></p> <p><i>Furthermore, the voting period for electronic votes has been changed from 10 days to a minimum of 10 working days as to allow for sufficient consultation within the constituencies. The text now captures current practice around presenting a summary of all inter-sessional board decisions.</i></p> <p><i>For the section on “No Objections Process for Board decisions,” previous language that was specific to the rounds-based system (i.e., Phase 2) has been removed so the provision is fully aligned with current funding approvals taken by the Board under the allocation-based funding model.</i></p>



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		<i>The emergency powers of the Board Chair and Vice-Chair remain unchanged, only re-located to this section of inter-sessional deliberations.</i>
E. Roles and Responsibilities 22. Officers 23. Rapporteur 24. Other Officers 25. Executive Director 26. Secretariat	E. Roles and Responsibilities <del>Officers</del> <del>Rapporteur</del> 27. Other Officers 28. Executive Director 29. Secretariat	<i>These sections remain unchanged aside from the movement of the “Officers”, which covered the description of the Board Chair and Vice-Chair, and “Rapporteur” sections to more logical places earlier in the document.</i>  <i>It is now further specified that the IG’s term for a non-renewable 6 year period, in accordance with the IG TORs.</i>
F. Election Procedures for Board Chair and Vice-Chair 27. Timing of Elections and Commencement of Terms 28. Nominations Process and Eligibility to Stand for Board Chair or Vice-Chair 29. Voting Process 30. Chair and Vice-Chair Transition	F. Election Procedures for Board Chair and Vice-Chair 30. Timing of Elections and Commencement of Terms 31. <b><u>Nominations Process and Eligibility to Stand for Board Chair or Vice-Chair Secretariat</u></b> 32. <del>Voting</del> <b><u>Appointment</u></b> Process 33. <b><u>Chair and Vice-Chair Transition</u></b>	<i>A provision regarding the Board Leadership’s role in the nomination of Committee Leadership and Committee Members has been removed to align with the Transitional Governance Committee’s recommendations regarding the responsibilities of the Ethics and Governance Committee, and also to consolidate repeated provisions particularly with respect to the Committee Membership nominations and appointment process. Accordingly, the Ethics and Governance Committee will (a) together with the Board Leadership, review and select candidates to serve as Chairs and Vice-Chairs of the Standing Committees and (b) oversee the overall process to nominate and select Committee Members.</i>

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		<p>Furthermore, the role of the Ethics and Governance Committee in the nomination and selection process of incoming Chairs and Vice-Chairs of the Board has been incorporated; that is the new Ethics and Governance Committee will receive and review nominations submitted by Board Constituencies, and then share the selected candidates with the outgoing Board Chair and Vice-Chair for presentation to the board.</p>
<p>G. Procedures for Appointment and Assessment of the Executive Director and Inspector General</p> <p>31. Appointment of the Executive Director</p> <p>32. Appointment of the Inspector General</p> <p>33. Nomination, Recruitment and Appointment Process</p> <p>34. Assessment of the performance of the Executive Director and Inspector General</p>	<p>G. Procedures for Appointment and Assessment of the Executive Director and Inspector General</p> <p>34. Appointment of the Executive Director</p> <p>35. Appointment of the Inspector General</p> <p>36. <b><u>Nomination, Recruitment and Appointment Process of the Executive Director and Inspector General</u></b></p> <p>37. <b><u>Assessment of the performance of the Executive Director and Inspector General</u></b></p>	<p>This section <del>has been</del> <del>remains unchanged</del> <del>except for</del> <del>to</del> <del>some clarifications to</del> <del>clarify</del> one of the headings, but also to amend previous references to a combined version of the Inspector General's Terms of Reference and the Office of the Inspector General's Charter, which were separated and approved as separate documents by the Board in 2013. <u>Furthermore, the Standing Committee responsible for governance is now supporting the Board Leadership in the process to nominate, recruit and appoint the Executive Director or Inspector General, rather than the Coordinating Group. Similarly, the Standing Committee responsible for governance matters will support the Board Chair and Vice-Chair in ensuring annual performance assessments of the Executive Director and Inspector General are conducted by the Board.</u> Other minor editorial clarifications have been made.</p>

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Left Blank Intentionally	H. <b><u>Ethics and Integrity</u></b>  38. <b><u>The Ethics framework and policy on ethics and conflict of interest</u></b>	<i>Based on the Ethics and Integrity Framework approved by the Board in November 2014 and the Code of Ethics Conduct for Governance Officials approved by the Board in April 2015, this new section also makes reference to relevant frameworks, policies and codes applicable to all Governance Officials. It combines provisions previously disbursed throughout the Operating Procedures.</i>
H. Miscellaneous Board Matters 35. Delegation of Authority 36. Certain Expense Reimbursements 37. Conflict of Interest 38. Disputed Board Seats 39. Vacancies on the Board	I. Miscellaneous Board Matters 39. Delegation of Authority 40. Certain Expense Reimbursements <del>Conflict of Interest</del> <del>Disputed Board Seats</del> <del>Vacancies on the Board</del>	<i>These sections remain unchanged, though a part of the “Certain Expense Reimbursement” section that pertained solely to committees has been moved to the committee part of the document. The section on Conflict of interest has now been merged and moved to a new separate section on Ethics and Integrity matters (see Article H.38 above). Provisions on Disputed Board Seats and Vacancies on the Board remain unchanged, but have been relocated to Article A, under Board Composition and Membership.</i>
I. Committee Operating Procedures 40. General 41. Committee Leadership	J. <del>Committee Operating Procedures</del> <b><u>General</u></b> 41. <b><u>Establishment of Committees</u></b> <del>Committee Leadership</del>	<i>For logical sequencing, the committee part of the document starts with a new “Establishment of Committees” section that notes how committees may only be established by the Board under an approved Charter. Previous references to work methods and possibilities for sub-committees or advisory groups have been re-located in subsequent sessions to pair with more relevant neighboring sections.</i>

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E. Committee Membership 42. Selection, Balance and Continuity 43. Committee Accountability 44. Size of Committees	K. Committee Membership <b>42. <u>Committee Leadership</u></b> <b>43. <u>Selection</u></b> , Balance and Continuity of <b>44. <u>Committee Members</u></b> <b>44. <u>Independent Committee Members</u></b> <b>45. <u>Committee Accountability</u></b> Size of Committees	<p><i>The “Committee Leadership” section has been reorganized to consolidate provisions on qualifications, responsibilities and selection process that had previously been spread throughout the document. With respect to the nomination of Committee Leadership, as noted above the responsibility that previously belonged to the Board Leadership, in consultation with the Coordinating Group, has been revised to the Board Leadership, in consultation with the Ethics and Governance Committee, which aligns with further amendments to Coordinating Group Terms of Reference and the new Ethics and Governance Committee’s Charter. Furthermore, the Chairs and Vice-Chairs of the committees are not linked to nominees from a particular Voting Group (i.e., Implementer or Donor); instead, they alternate each term, provided that the Chairs of the Audit and Finance Committee and the Strategy Committee are nominated by different Voting Groups each term.</i></p> <p><i><u>Also, the role of the Ethics and Governance Committee, in conducting an initial screening of nominees, has been introduced. This is to reflect that while the Board Leadership, in consultation with the Coordinating Group, continues to present candidates to the Board for appointment, the Ethics and Governance</u></i></p>

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		<p><u>Committee conducts an initial review of nominees against the competencies required for a committee.</u></p> <p><u>Provisions that prohibited observers have been removed. Provisions have been added to note that either the Board Member or the Alternate Board Member of a constituency may attend a committee meeting as an observer. In exceptional circumstances where the Board Member or Alternate Member of a constituency that is not formally represented on committee is unable to attend, the Chair of the Committee may permit another designated member of the constituency to attend a Committee meeting.</u></p> <p>Also, in response to the results of Board survey question #2, it is clarified that any qualified member of the relevant Board constituency groups may serve as Committee Leadership. To address question #8 of the Board survey, the criteria and order of relevance in selecting Committee Leadership (i.e., priority for qualifications, skills and experience) is incorporated. Because recent committee appointments have raised questions on the review process, and given the competency-based process, it is clarified that the Board Leadership will present the Board with their recommended candidates' qualifications when seeking an appointment decision. To address question #7 of the Board survey, the process for mid-term Committee Leadership replacements is the replacement is selected</p>

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		<p><i>from qualified candidates from the relevant constituency group (donor or implementer) that nominated the outgoing Committee Leadership.</i></p> <p><i>With respect to Board survey question # 4, Committee Leadership continues to not count towards a constituency's maximum (i.e., two) and minimum (i.e., one) limits on committee participation.</i></p> <p><i>The "Selection, Balance and Continuity of Committee Members" section consolidates provisions on qualifications, responsibilities and selection process that had previously been spread throughout the document. Also, in response to the results of Board survey question #3, it is clarified that any qualified member of the relevant Board constituency groups may serve as Committee Members. To address question #8 of the Board survey, the criteria and order of relevance in selecting Committee Members (i.e., priority for qualifications, skills and experience) is incorporated. Because recent committee appointments have raised questions on the review process, and given the competency-based process, it is clarified that the Board Leadership will present the Board with their recommended candidates' qualifications when seeking an appointment decision. In response to the results of Board survey question #5, there are now explicit references to each constituency being represented in at least one committee, but no constituency can</i></p>

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		<p><i>participate in more than two committees. This is consistent with current practice. To address question #6 of the Board survey, the process for mid-term Committee Member replacements is now such that a qualified candidate from the outgoing member's constituency may be put forward directly for Board appointment.</i></p> <p><i>With respect to questions # 10 and 11 of the Board survey, the "Committee Leadership" and "Committee Member" sections confirm the current two-year committee year terms, which are not staggered (i.e., Committee Leadership and Members each serve coinciding terms, with any in-term replacements serving out the remainder of their predecessor's term.</i></p> <p><i>An "Independent Committee Member" section has been added to identify the criteria for independence, which remains unchanged from the criteria used currently for independent members of the AEC. Independent members are reflected as having non-voting status in line with Board input during the October 2015 consultation. Also, some language has been added around the definition "personal capacity". Committee Members serving in a personal capacity bring their personal expertise and judgment to the committee deliberations, and like independent members, shall not seek or accept instructions in regard to their performance on the Committee from any constituency</i></p>

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		<p><i>of the Global Fund Board, including any government, organization or other authority, other than through action by the Board, which aligns with existing provisions regarding independence.</i></p> <p><i>The “Committee Accountability” section has been reduced significantly as much of the existing task, whether with respect to the committee or individual members, referenced performance assessments that are now outdated given the Transitional Governance Committee’s recommendations to the Board on Performance Assessments of the Board, Committees and Advisory Groups. As such, all related sections have been replaced with a reference to the relevant Board-approved performance assessment framework.</i></p> <p><i>The “Size of Committees” section has been removed and reserved for definition in each respective committee charter.</i></p>
<p>J. Committee Work Methods</p> <p>46. Committee Processes</p> <p>47. Use of Independent External Experts by Committee</p> <p>48. Inter-sessional Deliberations of the Committees</p> <p>49. Role of the Secretariat and Committees</p>	<p>L. Committee Work Method</p> <p>46. Committee Processes</p> <p>47. <b><u>Quorum</u></b></p> <p>48. <b><u>Committee decision making</u></b></p> <p>49. <b><u>Closed sessions of the committees</u></b></p>	<p><i>The “Committee Processes” section now houses unchanged provisions previously listed in the opening part of the committee section of this document regarding the Committee’s ability to set up advisory groups or sub-committees. Provisions previously linked to performance assessments have been removed in deference to a general reference to the Board-approved performance assessment framework to</i></p>



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50. Miscellaneous	50. Use of Independent External Experts by Committee 51. Inter-sessional Deliberations of the Committees 52. Role of the Secretariat and Committees 53. <b><u>Certain Expense Reimbursements</u></b> 54. <b><u>Ethics and Integrity Matters</u></b>	<p><i>minimize cross-document inconsistency when duplicating or paraphrasing provisions.</i></p> <p><i>To date, quorum has been a majority of Committee members without specifying what type of majority. In practice, it has been applied as a simple majority of members. This has now been clarified as a “simple majority”. The existing voting-threshold provisions remain unchanged, but rather than embed them in a general section with several committee processes, they have now been pulled out into their separate standalone sections, “Quorum” and “Committee decision making”, respectively. Also included in this section, with the same voting thresholds, is the analog to the provisions in the Board section of this document that provide for electronic decision making. This previously was not explicitly stated for committees, so this addition is to clarify and confirm existing practice.</i></p> <p><i>The “Use of Independent External Experts by Committee” section remains unchanged, except for an updated reference to the definition of independence, which is no longer linked to the AEC Charter and its independent membership, but incorporated within this committee section of the document.</i></p> <p><i>The “Certain Expense Reimbursement” section contains provisions for committee matters previously embedded in the Board section of this document. They</i></p>

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		<p><i>have now been moved in their entirety to this Committee section of the document. <u>They have been clarified so that costs related to meeting attendance are provided only to committee members representing and implementer constituency.</u></i></p> <p><i>Non-material edits to the “Inter-sessional Deliberations of the Committees”, “Role of the Secretariat” and “Miscellaneous” sections consist of updates to terminology and removal of redundant provisions.</i></p> <p><i>A section for “Closed Sessions of the Committees” has been added to mirror the provisions for closed, executive sessions of the Board.</i></p> <p><i>Also added is a section that mirrors the Article H.38 that integrates the Ethics and Integrity Framework and Code of Ethical Conduct of Governance Officials into the procedures and rules applicable to Committee Members, particularly with respect to ethics and conflicts of interest matters.</i></p>
<p>Annex 1 – Board and Committee Member Roles and Responsibilities</p> <p>Purpose</p>	<p>Annex 1 – Board and Committee Member Roles and Responsibilities</p> <p>Purpose</p> <p>Accountability, ethics and <b><u>integrity</u></b></p>	<p><i>Now the section on accountability and ethics also covers integrity matters; this section has been revised to align it with current related frameworks, policies and codes arising from the Board-approved Ethics and Integrity Framework.</i></p>

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<p>Accountability, ethics and conflict of interest</p> <ul style="list-style-type: none"> <li>• Table 1</li> <li>• Table 2</li> <li>• Table 3A</li> <li>• Table 3B</li> <li>• Table 4</li> <li>• Table 5</li> </ul>	<ul style="list-style-type: none"> <li>• Table 1</li> <li>• Table 2</li> <li>• Table 3A</li> <li>• Table 3B</li> <li>• Table 4</li> <li>• Table 5</li> </ul>	<p><i>Minor edits to align terminology with other revisions throughout the document. Furthermore, the distribution of skills, experience and competencies have been reorganized across the standing committees to align membership competencies and responsibilities with the new committee functions and responsibilities. Access to necessary staff support for the preparatory, analytic and consultative work has been moved under responsibilities rather than competencies, as originally placed.</i></p>