INTERNATIONAL COMPETITION NETWORK

OPERATIONAL FRAMEWORK

Adopted by ICN members: May 9, 2025

1. Mission and Activities

(i) The International Competition Network ("ICN") is a project-oriented, consensus-based, informal network of competition agencies. The ICN is a voluntary network that relies on a high level of goodwill and cooperation among Members, as well as effective working relationships with Non-Governmental Advisors ("NGAs") and other international bodies working in the same field.

(ii) The ICN's mission is to advocate the adoption of superior standards and procedures in competition enforcement, advocacy and policy around the world, build proposals for procedural and substantive convergence, and support effective international cooperation to benefit Members, consumers, and economies worldwide.

(iii) The ICN's work is driven by projects that seek to share best practices, promote common understanding and institutional trust, support the advocacy roles of Members as they raise awareness of competition issues, and improve agency practices by developing principles, standards, and guidance to inform sound competition enforcement and policy.

(iv) The ICN seeks to collaborate with other international bodies that address competition law and policy.

(v) The work of the ICN is non-binding and it does not exercise any rule-making function. Participation in the ICN does not create any legally binding rights or obligations upon its Members nor upon the legal subjects of their proceedings.

(vi) The ICN provides the opportunity for its Members to maintain regular contacts, in particular, through an Annual Conference, regular Working Group meetings, workshops, and webinars.

(vii) The ICN represents a body of expertise within the field of competition enforcement and policy. The ICN's work product(s), advocacy, and other communications aim to inform Members as well as broader audiences.

(viii) The ICN supports and encourages the implementation and practical application of its work by all Members. It is left to Members to decide whether and how to implement ICN recommendations and guidance, for example, through unilateral, bilateral, or multilateral arrangements.

2. Membership

2.1 Eligibility

A Member of the ICN is a national or multinational competition agency entrusted with the enforcement of competition law(s) or a competition agency of a customs territory entrusted with the enforcement of competition law(s) throughout the customs territory.

2.2 Application and Status

(i)   All prospective Members must accede by letter to the "Mission and Activities" and "Member Functions" of the ICN's Operational Framework.

(ii)   Applications for membership are reviewed and approved by the Steering Group.

(iii)   In jurisdictions with more than one national competition agency, each may be a Member.

(iv)   If an agency ceases to meet the eligibility requirements set out in 2.1, or removes itself from the Network, the Steering Group will re-evaluate and update the Member's status.

2.3 Member Functions

(i)   All Members enjoy equal status as Members of the network.

(ii)   Members participate in the ICN on a voluntary basis in accordance with their respective legal and policy frameworks. Any Member can participate at any time in any workstream.

(iii)   Members work together to pursue the mission of the ICN and are encouraged to complete one or more of the following activities on an annual basis:

(a)   Participating in meetings, seminars, workstreams, and ICN events;

(b)   Contributing to the development of ICN work product(s) and recommendations;

(c)   Supporting the activities of the ICN and the implementation and practical application of ICN work, taking into account specific jurisdictional circumstances;

(d)   Responding to an annual request on recent ICN participation, activities, and use of ICN work product(s);

(e)   Ensuring timely notification of changes to network and working group contact lists; and

(f)   Making financial and in-kind contributions to the ICN.

3.   Steering Group

3.1 Mandate of the Steering Group

The Steering Group:

(i)   guides the work of the ICN, setting its strategic direction, agenda, and priorities;

(ii)   ensures effective and efficient working structures to fulfil the mission of the ICN by establishing and disbanding Working Groups, frameworks, and other groups or Projects, designating their leadership, and monitoring their progress;

(iii)   engages with Members and Working Groups to inform its duties and identify subjects of potential interest to Members;

(iv)   reviews and approves work and events devised by the Working Groups and other project groups and considers project proposals led by Steering Group Members;

(v)   facilitates the financing of ICN activities by establishing an appropriate institutional framework;

(vi)   reviews and decides whether to approve applications from Members eligible to receive funding according to the ICN Travel Funding Guidelines, which provide the criteria for funding requests for Member participation at ICN events, such as the Annual Conference and workshops;

(vii)   approves the Member agencies hosting ICN events, such as the Annual Conference and workshops;

(viii) decides on membership status in the Network;

(ix)   invites non-Member governmental and international bodies to participate in Working Groups, events, and projects, as appropriate;

(x)   on the advice of the Annual Conference Planning Committee, approves the agenda, invitations for special guests, and approach to non-member participation at the Annual Conference;

(xi)   facilitates cooperation with other international bodies working in the same field;

(xii)   coordinates and makes statements for, or on behalf of, the network; and

(xiii) supports the Secretariat by contributing to the administrative tasks of the Network, and carries out other duties and makes decisions necessary to ensure the sound functioning and furtherance of the mission of the ICN

3.2 Steering Group Membership

3.2.1 Composition of the Steering Group

(i) The Steering Group shall consist of up to 21 Members, including the Member(s) that will host an Annual Conference during the term of the Steering Group. The agency head or a designated senior official represents the Member agency.

(ii) Each term, the outgoing Steering Group may consider adding up to two Members who did not serve on the previous Steering Group to the incoming Steering Group, in addition to the 21 Members foreseen in (i).

(iii) Each Steering Group term is one year.

(iv) If a Steering Group Member chooses to leave the Steering Group before the end of the term, the Steering Group may fill the vacancy until the end of that term.

3.2.2 Selection Process

(i) The Steering Group selection process is open to all Members. The ICN strives to select Steering Groups that are representative of the network's Members, responsive to network needs, and committed to collaboration.

(ii) The incoming Steering Group shall be confirmed at the ICN Annual Conference by consensus of ICN Members.

(iii) The Steering Group, through the Secretariat, shall initiate the selection process via notice to all Members soliciting written expressions of interest at least three months before the Annual Conference.

(iv) The outgoing Steering Group shall recommend the composition of the incoming Steering Group to Members at the Annual Conference, using the criteria in 3.2.3.

(a) Any Member, including a Member of the outgoing Steering Group, may request that the outgoing Steering Group nominate the Member for the next Steering Group term.

(b) The outgoing Steering Group may also solicit the interest of Members to be a candidate for Steering Group membership.

(c) Each term, the outgoing Steering Group will aim to select up to three Members for the incoming Steering Group that meet the Selection Criteria and have not served in the previous term. They may be first-time Steering Group Members and/or Members with prior Steering Group experience.

3.2.3 Selection Criteria

(i) The Steering Group sets the strategic direction, overall agenda, and workflow for the ICN. As such, it requires a high level of commitment from its Members. Steering Group Members are expected to attend and actively participate in meetings of the Steering Group, provide ongoing input and engagement for Steering Group Activities, and foster a collaborative environment.

(ii) Steering Group Members shall meet the following criteria:

(a) Demonstrated commitment to the ICN, mindful of the size and resources of the agency; and

(b) Consistent ICN participation, which may include, but is not limited to: Working Group co-chair experience; leadership of a project; active participation across Working Groups and projects; attendance and participation at ICN events or meetings; hosting the Annual Conference and other ICN events, or other contributions to the overall work of the ICN.

(iii) When considering the overall composition of the incoming Steering Group, the outgoing Steering Group shall strive to ensure network experience, continuity, and member diversity, and to share network leadership among more Members. To promote these goals, when selecting among Members that meet the criteria in (ii) and taking into account any Members volunteering to rotate out, the outgoing Steering Group shall consider the level of network commitment and participation (favouring those with higher levels of commitment and participation), as well as the recency of Members' past Steering Group positions (favouring those who have not served recently).

3.3 Steering Group Meetings

(i) Meetings of the Steering Group can be called by the Chair or by any seven Steering Group Members. A majority of Steering Group Members will constitute a quorum for meetings.

(ii) The Chair can invite Working Group Co-chairs, Members, NGAs, or other organizations to attend and participate in a Steering Group meeting.

(iii) Steering Group Members meet in person or virtually as frequently as warranted to consider the status of ongoing projects and other network matters.

(iv) The Steering Group operates in a transparent manner. The agenda, the minutes, and the Note from the Chair for Steering Group meetings will be posted on the ICN website.

3.4 Steering Group Decision-Making Process

(i)   Steering Group decisions are made by consensus, relying on goodwill among the Steering Group Members to work together to find a mutually acceptable solution in line with the ICN's best interests.

(ii)   Consensus does not mean unanimity, and the full agreement of all Steering Group Members is not required to achieve consensus.

(iii)   Consensus exists when almost all Steering Group Members support the proposed decision or abstain.

(iv)   Steering Group Members shall engage in substantive discussions on the proposed decision, and spend the time needed to listen and address the concerns raised by Members.

(v)   The Chair shall work with Steering Group Members to find solutions to concerns raised by Steering Group Members.

(vi)   These efforts to achieve consensus shall not unduly delay the Steering Group Members' ability to make decisions that impact the Network.

(vii)   Steering Group Members that do not support the decision may express their dissent.

(viii) Steering Group Members may abstain from taking a position on the proposed decision, and this abstention should reflect a neutral position on the decision.

3.5 ICN Chair and Vice Chair(s)

(i)   The ICN Chair and ICN Vice chairs are selected from among Steering Group representatives in their individual capacity. The selection processes for ICN Chair and ICN Vice Chairs are open to all Steering Group representatives.

(ii)   Steering Group Members shall select a Chair at the Annual Conference in odd-numbered years. The Chair, after consultation with the Steering Group, may nominate up to three Vice Chairs for Steering Group approval.

(iii)   The term of appointment for the Chair and Vice Chairs is two years. The Chair and Vice Chairs may serve up to two terms.

(iv)   If the Chair or Vice Chair leaves the Steering Group before the end of the term, the Steering Group shall select a representative from among themselves to serve as Chair or Vice Chair for the remainder of the term.

(v)   The Chair is responsible for:

(a)   setting the agenda in close cooperation with all Steering Group members and chairing meetings of the Steering Group;

(b) representing the ICN at speaking engagements, conferences, and in other fora;

(c) serving as a point of reference for all members;

(d) co-chairing the Annual Conference with the Head of the Annual Conference Host Agency;

(e) overseeing, with the Secretariat, the necessary administrative duties of the ICN, including preparing an annual summary of work for the ICN, and ensuring an appropriate depository for information regarding the operation and activities of the ICN;

(f) ensuring ongoing alignment and communication with the Steering Group as to the ICN's projects, processes and strategic plans; and

(g) the general conduct of the affairs and the smooth functioning of the ICN where not otherwise specified to be within the responsibility of any group, in consultation with the Steering Group.

(vi) The Vice Chairs shall support and assist the Chair in the Chair's responsibilities and may be responsible for other Network duties as agreed with the Chair and/or Steering Group.

3.6 Steering Group Projects

(i) The Chair may nominate a Steering Group Member(s) or other Member(s) to lead an initiative, project, or portfolio for Steering Group approval. The Steering Group will consider the need for the project, connections with existing or ongoing work, and overall workload of the network; as well as the proposed Member(s)'s plans and other leadership positions.

(ii) All Steering Group members share the responsibility to ensure Steering Group Projects are administered effectively and efficiently. Steering Group projects should have a defined mandate and report to the Steering Group regularly.

3.7 Secretariat

(i) The Secretariat supports the activities of the ICN and provides assistance to the Chair, the Steering Group, the Working Group Co-chairs, and other Members.

(ii) The Secretariat's functions outlined below are overseen by one Steering Group Member and shared with designated supporting ICN Members.

(iii) The Secretariat is selected by the Steering Group at the ICN Annual Conference in even years and shall serve two-year terms, renewable by the Steering Group. If there is a need to fill vacancies or add team members, three months before the

expiry of the Secretariat's term, the ICN Chair shall issue a written call for expressions of interest. To share the administrative tasks of the network, periodic rotation of Secretariat roles is encouraged.

(iv) The Secretariat operates under the direction of the Steering Group and the ICN Chair. Its main functions include:

a) Supporting the Steering Group in preparing meetings and managing selection processes for the positions of Chair, Vice-Chairs, and Working Group Co-chairs;

b) Facilitating network-wide communication by disseminating materials through the ICN website and other channels;

c) Assisting with the coordination of ICN events, projects, and initiatives to enhance consistency and synergy across the network;

d) Managing ICN's financial resources, including submitting annual requests for funding contributions to Members, and updating the Chair and Steering Group on the status of funds;

e) Serving as the depository of ICN records and information, administering the website, managing correspondence, and overseeing the network's documentation;

f) Supporting initiatives that promote network participation and engagement, particularly for new Members and NGAs; and

g) Carrying out additional functions assigned by the Steering Group and coordinating with other Members as necessary to fulfil the above tasks.

4. Working Groups and Other Projects

4.1 Operations

(i) Most ICN work takes place in project-oriented Working Groups. Other ICN project groups include Steering Group-led projects, frameworks, and projects on topics not specific to a Working Group. Workstreams typically operate with Members and nongovernmental advisors (NGAs) conducting discussions via teleconference, video, or e-mail, and by holding workshops or other events.

(ii) Working Groups and other project groups operate on a consensus basis. If a consensus cannot be achieved, groups identify different views in their work product as appropriate; however, the resulting work product does not necessarily reflect the view of any individual Member.

(iii) Working Groups and other project groups determine the nature and ambit of their activities within the mandate specified by the Steering Group. Any decisions

involving financial obligations of the ICN must be approved by the Steering Group.

(iv)   Working Group Co-Chairs and other project leaders may invite other participants including, but not limited to, NGAs and international organisations to participate in the work of a Working Group or project.

4.2. Membership

(i)   Working Groups and other project groups are comprised of representatives of Members. All Members are welcome and encouraged to participate and contribute to Working Group and project activities and work products.

(ii)   Working Group Co-chairs and project leaders shall endeavour to reflect the diversity of the ICN and range of Member interests in their Working Group's membership and projects.

4.3 Selection of Co-chairs

(i)   The Steering Group shall receive all expressions of interest made by Members and shall decide which agencies will serve as the Co-chairs of Working Groups. The Co-chair selection process is open to all Members. The ICN strives to encourage and make use of all Members' offers to contribute to the work of the network.

(ii)   Working Groups are chaired by up to four Members that serve staggered three-year terms.

(iii)   The Steering Group shall receive all expressions of interest made by Members and shall decide which agencies will serve as the Co-chairs of Working Groups.

(iv)   The Steering Group shall select up to two Co-chairs each year, and up to two Co-chairs shall step down.

(v)   The ICN seeks Working Group Co-chairs that are representative of the network's Members, responsive to their needs, and committed to the goals of collaboration and consensus-building. In its selection, the Steering Group shall consider diversity, inclusiveness, transparency, and participation. The Steering Group shall in particular consider the following criteria:

(a)   The recency of the Member's past Working Group or other ICN formal leadership positions, with advantage going to those who have not had a recent position.

(b)   The diversity of Members in the overall composition of the Working Group's Co-chairs.

(c) The goal of providing opportunities for leadership roles with more Members who express interest and commit to dedicate resources to achieve outcomes.

(d) The Member's previous or on-going participation within the Network. For example, this includes:

    i. leadership of an ICN project;

    ii. serving as a host agency;

    iii. active participation in the relevant Working Group

    iv. participating in ICN events as speakers or moderators; and

    v. other involvement in ICN efforts.

(vi) Outgoing Working Group Co-chairs shall facilitate a strong transition to new Working Group Co-chairs. Outgoing Working Group Co-chairs are encouraged to take on other leadership roles in the ICN before reapplying for a Working Group Co-chair position.

(vii) Working Group Co-chairs shall ensure clear responsibility to effectively execute the Working Group's work plan. The Co-chairs are encouraged to select other Member agencies to take on significant aspects of the Working Group's work and serve as project leaders.

5. Cooperation with other international bodies working in the same field

(i) The ICN recognizes that other governmental and international non-Member bodies have roles in competition law and policy and values engagement with these bodies to further the ICN's mission.

(ii) Upon request of a Member or Working Group, the Steering Group may approve inviting non-Member governmental bodies working in the field of competition law and policy, or whose work relates to competition law and policy, to participate in or contribute to relevant ICN activities, such as projects or events.

(iii) The Steering Group may invite international bodies working in the field of competition law and policy, or whose work relates to competition law and policy, to designate representatives to contribute to ICN activity.

6. Non-Governmental Advisors (NGAs)

(i) The ICN welcomes the participation of competition law and policy experts from relevant consumer, business, and academic communities, as well as from the legal and economic professions.

(ii) The ICN encourages the engagement of NGAs from all Member jurisdictions.

(iii) NGAs participate in ICN work by invitation, after consultation with Members that may have an interest regarding their participation.

(iv) NGAs may engage with the ICN in their capacity as representatives of associations invited by the Steering Group or in a personal capacity based on their expertise in the topics addressed in ICN work.

(v) NGAs may contribute to the work of the ICN, as appropriate, including:

(a) projects or aspects of projects;

(b) issues to be considered by the Steering Group, a Working Group, other project groups, or the Annual Conference Planning Committee;

(c) through the provision of information, and expertise;

(d) the draft work product of Working Groups or other projects, including recommended practices, guidelines, reports, and work plans; and,

(e) participation in ICN conferences, workshops, and seminars, by invitation.

(vi) Members may seek information and expertise on ICN issues from NGAs of their own choosing.

(vii) NGAs bear their own expenses in relation to ICN activities.

(viii) NGAs do not make statements on behalf of the ICN.

7. Annual Conference

7.1 Planning and Coordination

(i) Planning and coordination of the Annual Conference is managed each year by the Annual Conference Planning Committee (ACPC), composed of representatives of:

(a) the Host Agency of the next Annual Conference (Chair);

(b) the Chair of the Steering Group;

(c) the Vice Chairs of the Steering Group;

(d) a co-chair(s) from each Working Group;

(e) the previous year's Host Agency;

(f) the following year's Host Agency; and

(g) such other Members as interested.

(ii) The Chair of the ACPC, with input from the ACPC members, prepares and makes recommendations to the Steering Group regarding:

(a) the draft conference agenda;

(b) the draft invitation letter;

(c) the conference website, and;

(d) other conference-related issues.

7.2 Participation

(i) All Members are encouraged to participate in the Annual Conference. Members may invite NGAs to attend the Annual Conference.

(ii) The Host Agency and the Chair, in consultation with the ACPC and Steering Group, may invite special guests to attend the Annual Conference.

(iii) Working Groups, other project groups, and the Vice Chairs may invite NGAs to participate on panels and breakout sessions at the Annual Conference.

(iv) The Steering Group, acting on its own initiative or on a proposal made by a Chair of a Working Group, may ask the Host Agency to invite the following participants to the Annual Conference:

(a) representatives that have been designated by international bodies mentioned in section 5(i) above, or by any international body chosen by the Steering Group; and,

(b) NGAs selected on the basis of diversity or their individual expertise in conference topics, in particular from the academic community.

(v) The number of NGAs and other representatives to be invited from each of these groups to the Annual Conference is determined by the Steering Group in consultation with the ACPC and Host Agency. All NGAs and special guests are invited only after consultation with Members that might have an interest regarding their participation.

8. Hosting an ICN Event

8.1 Guidelines for Conference/Workshop Hosts

(i) A Member Agency chosen by the Steering Group to host the Annual Conference or other ICN event shall be responsible for the cost of hosting the event, including the cost of the venue, some meals, and any local event planning necessary to

support the event. The Steering Group may establish minimum requirements for hosting an ICN event prior to a call for expressions of interest.

Minimum requirements may address:

(a) geographic accessibility and transportation options of the proposed host city;

(b) appropriate conference venue facilities, such as availability of plenary and breakout rooms;

(c) technology capabilities (e.g., for video presentation, broadcasting, and recording), including the ability to host a hybrid or virtual event and post recordings;

(d) duration of the event;

(e) meals and refreshments; and

(f) provision of simultaneous translation of proceedings into the working language of the ICN.

(ii) The Host Agency shall be responsible for securing the necessary funding for hosting an Annual Conference (or other ICN event) and may accept funding from any source, provided that funds from non-governmental sources are notified in advance to the ACPC (or Working Group for other events) and approved by the Steering Group. Any non-governmental sponsorship should not give rise to the perception of conflict of interest.

9. Funding

(i) The resources for the activities of the ICN are provided by individual Members in ways that are consistent with the rules regulating the activities of each Member.

(ii) Limited funding is available for eligible Members to attend ICN events. The ICN Travel Funding Guidelines set forth the requirements to determine eligibility for financial support.

(iii) Non-governmental funding for any ICN-related expenses must be approved by the Steering Group. Any non-governmental funding should not give rise to the perception of conflict of interest.

10. Language of the ICN

(i) English is the working language of the ICN, including its Steering Group, Working Groups, website, work product, and events.

(ii)   The language of written contributions to the work of the ICN is at the discretion of the contributor. Any related translation costs are borne by the contributor.

(iii)   If a sufficient number of members ask for other working languages, the request will be examined by the Steering Group.

11. ICN Website and Social Media

(i)   An informative and updated website is critical to the network. Substantive modifications to the website and social media postings are approved by the Chair of the Steering Group, Secretariat, or by the Working Group Co-chairs or project leaders, as appropriate.

(ii)   Expenditures associated with the ICN website or social media must be approved by the Steering Group.

(iii)   Enquiries generated from the ICN website or social media are routed to designated contact persons within the Chair's office or the Working Groups or projects, as appropriate.

12. Review of the Operational Framework

(i)   The Operational Framework can be revised at any time and presented to the Members for approval.

(ii)   The Operational Framework will be formally reviewed every 10 years.

Annex A

Steering Group Chair Selection Process

1. The Secretariat shall initiate the selection process at a Steering Group meeting and via email soliciting expressions of interest three months before the Annual Conference in odd-numbered years.

2. If the Chair leaves before the end of the two-year term, the Secretariat shall solicit expressions of interest at a Steering Group meeting and via email to all Steering Group Members within a month of the announcement of the Chair's departure to select a new Chair.

3. After the deadline for expressions of interest, the list of candidates shall be circulated to the Steering Group.

4. If there is only one interested candidate, the Secretariat can confirm that there are no other interested candidates.

5. The candidate(s) shall prepare a note to the Steering Group supporting their candidacy, which can be further elaborated and discussed at a Steering Group meeting.

6. **Selection**

   (i) Steering Group Members shall be asked to make their selection by secret ballot, via email, to the Secretariat. If one of the candidates is from the Secretariat's agency, votes shall be sent to the outgoing Chair's office. If the outgoing Chair is being considered for re-election, the outgoing Chair shall designate another Steering Group Member's agency to manage the selection and disclosure processes.

   (ii) A quorum shall consist of one half of the total membership of the Steering Group for the selection process to be considered valid. At the close of the selection period, if a quorum has not been met, the Secretariat shall contact all Steering Group members who did not make a selection and invite them to do so within a specified period of time. If a quorum is reached following this period, the selection process shall be considered valid.

7. **One Candidate**

   In the event there is only one candidate, the Steering Group shall select the candidate by acclamation at a special Steering Group meeting during the Annual Conference, or as soon as possible, following the departure of the Chair.

8. **Multiple Candidates**

   (i)   Steering Group Members shall be asked to make their selection via email indicating their preferred candidate to the Secretariat (or the designated agency).

   (ii)   If a candidate receives a simple majority (more than 50%) of votes, they shall be the Chair-elect.

   (iii)   If no candidate receives a simple majority of votes, a run-off shall be held between the two candidates who received the most votes. If more than two candidates tie for the most number of votes, they all shall be included in the run-off ballot. If one candidate receives the most votes and two or more candidates tie for the second most number of votes, they shall all be included in the run-off ballot. If a candidate receives a simple majority of the votes in the run-off ballot, they shall be considered the Chair-elect.

   (iv)   If a Chair-elect cannot be determined because of a tie or lack of simple majority, the matter shall be referred to the Steering Group for decision. Options may include, but shall not be limited to, a ranked choice voting, a tie-breaking process, or additional discussions to identify other solutions.

9. **Disclosure of the Results**

   The Secretariat (or the outgoing Chair or designated agency) shall, upon a candidate's request, inform the candidate of the total number of votes and the number of votes the candidate received. Specific member choices and other candidates' voting results shall be kept confidential.

10. **Announcement of the Chair**

   (i)   The Secretariat (or the outgoing Chair or the designated agency) shall announce the new Chair-elect to the Steering Group, and subsequently to Members.

   (ii)   The Chair-elect becomes the Chair upon completion of the outgoing Chair's term, or in the event the outgoing Chair has left/is leaving before the end of their term, upon selection.

Annex B

ICN Events

1) Event Host Selection Criteria

1.   Factors to consider when evaluating potential hosts for ICN events include:

   (a) A Member's capacity, including but not limited to the ability and commitment to host the event with consideration given to financial and human resources;

   (b) Geographic diversity, considering the geographic representation of past and any confirmed future event hosts of the same event type;

   (c) Travel, including comparative accessibility of the proposed conference venues and any security issues;

   (d) Conference operational factors such as venue capacity, set-up, and technological capabilities;

   (e) Members' participation in and commitment to the ICN, including the level of involvement in ICN work and workshops and conferences; and,

   (f) Benefits, such as the anticipated benefits to the agency hosting the event.

2) Event Host Selection Process

(i) Annual Conference

   (a) Each year, on behalf of the Steering Group, the Secretariat sends an e-mail to Members requesting expressions of interest to host the Annual Conference at least two years from the year the e-mail was sent.

   (b) Interested Members submit an expression of interest to the Secretariat together with a proposal describing how they meet the criterial for hosting an Annual Conference.

   (c) A meeting can then be held with interested Steering Group Members or their designees to review the submitted responses for completeness and work with applicants to address any outstanding issues. The final proposals are sent via email to Steering Group Members for consideration.

   (d) The Chair then leads a discussion of the candidates among the Steering Group Members, and following that discussion each Steering Group Member is asked to provide their support for a candidate host in an email to the Secretariat. In case one of the candidates is from the Secretariat's agency, preferences will be sent to the Chair's office or other designated Steering Group Member.

(e) At a Steering Group meeting, the Chair announces the host agency which has received the highest level of support.

(f) Each candidate host is notified of the outcome by the Chair and/or the Secretariat prior to communicating the successful candidate to host Members, e.g., at the Upcoming Annual Conference.

(ii) Workshops

(a) The Working Group Co-chairs send an email to Working Group Members requesting expressions of interest to host a workshop. Co-chairs also may choose to send an email to all Members at their discretion.

(b) In the event that more than one Member expresses interest, they will be asked to describe how they meet the criteria for hosting an ICN event.

(c) The Working Group Co-chairs discuss proposals received from Members to determine whether their proposals are complete. Once proposals are finalized Working Group Co-chairs consider each of these proposals, and inform the Steering Group of their recommendation for a host. At the discretion of the Working Group Co-chairs, the proposals may be discussed with Working Group Members.

(d) Upon receiving Steering Group approval, each candidate host is notified of the outcome by one of the Working Group Co-chairs prior to communicating the successful candidate host to the Working Group and Members.

Annex C

Vice Chair Selection Process

1. **Call for Expressions of Interest**

    (i)   When there is an opening for a Vice Chair position, the Steering Group shall initiate the selection process of ICN Vice Chair(s) at a Steering Group meeting and by email to all Steering Group members soliciting expressions of interest.

    (ii) The expressions of interest should explain the candidate's personal commitment and contributions to the network, and any other information relevant to the candidate's desire or ability to serve as Vice Chair as set out in Section 3.5.

    (iii) After the deadline for expressions of interest, the list of candidates shall be circulated by email to the Steering Group. Depending on the number of candidates who respond, the Chair (through the Secretariat), may call for additional expressions of interest or confirm that there are no other interested candidates.

2. The Chair of the Steering Group, after consultation with the Steering Group concerning the expressions of interest received, may nominate new Vice Chair(s) for Steering Group approval.

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