



WATERBORNE

By-laws

Version 7.0

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Preamble

In the Articles of Association (further referred to as Statutes in this document) as adopted on 19 March 2021, in various articles reference is being made to By-laws. The By-laws further **detail the provisions of the Statutes of the Association**. This version of the By-laws has been adopted by the Board of Directors during its meeting of 06 September 2023 and consists of **decisions made during Board meetings or meetings of the General Assembly**, in accordance with the competences of both bodies. In order to provide clarity on the relationship with the Statutes, reference is made to the applicable article in the Statutes wherever appropriate.

Whereas the Statutes are the constitution of the Association, and the By-laws further detail the provisions, the yearly plan includes further detailing of activities to be executed by the various bodies of the Association. As a general principle, the Association functions by the principle of cooperative teams, whereby consensus is the key word, taking into account the competences of the various bodies, as well as the framework conditions to be respected. Wherever in the by-laws an indication is being made of appointment of certain positions by the Board, this either follows a procedure of call for candidates, or a vacancy in case of a reimbursed position.

1. Purpose Of By-laws

These By-laws of the Waterborne TP VZW are adopted by the Board of Directors to detail the provisions of the Statutes of the Association and to specify operational procedures of the Association. In case of discrepancies, the Statutes shall prevail.

2. Definitions

Terms with a capital letter in the By-laws below have the meaning specified in the Statutes (not repeated here) if present there, otherwise as defined in this By-laws.

Within the context of the By-laws, technical RD&I matters is defined as technical Research, Development and Innovation priorities and topics which form input for the Horizon Europe working programmes.

3. Head Office

The head office of the Association is located at De Meeûssquare 35, 1000 Brussels, Belgium.

4. Membership

In accordance with the Statutes, all members have to be legal entities, established in European countries. is defined in *Article 3.5 of the Statutes*.

a. Categorisation

The membership of the Association consists of eight (8) categories as stipulated in Article 4.2. of the Statutes.

Members can register in the category of its choice in accordance with *article 4.3.1 of the Statutes* but it must prove that its activity in that category is at least significant or part of an official research and development strategy.

Members who want to change their category must justify their belonging to a category through a justification letter providing their relevant share of activity of recognized national equivalence (such as administrative, tax, official status, etc.). This means that at least one third of its activity, excluding that of its subsidiaries, is dedicated to this category.

The Secretariat screens the justification letter and recommend a position to the Board. The application procedure as mentioned in Article 5 is followed from this point on.

b. Observers

According to *Article 4.3 of the Statutes*, application for Observership is open to

- representatives of governments of Europe, as defined in *article 3.5 of the Statutes*, and
- representatives of the European Commission, and
- representatives of the European Parliament, and
- representatives of other public service institutions; and
- legal entities that are considering a possible future membership of the Association.

The rights of observers are laid down in *Article 4.5.3 of the Statutes*.

Legal entities considering a possible future membership can apply for observer status for a maximum of 1 year. The Secretary General will approach these observers once this one-year period has expired and will facilitate the observer in making its final decision.

The observer period for legal entities cannot be renewed. Observer status is granted only once per legal entity.

c. Termination of membership

Resignation must be notified to the Secretary General by registered letter three months before the close of the calendar year, otherwise the contribution will be due fully for the following financial year.

During the notice period, the rights and obligations attached to the quality of member and the obligation to the membership fee remain unchanged.

The member whose membership is terminated by resignation, expulsion or liquidation has no claim whatsoever neither to the assets of the Association nor to the membership fee and other contributions already paid.

Any member shall be excluded if it has not paid its annual membership fee in full and, after written notice from the Secretary General, fails to comply with its obligations for a period of one month counting from the receipt of the written notice. The procedure is further detailed in *Article 4.6. of the Statutes*. If such exclusion becomes effective during the first six months of the working year, the Association shall be entitled to claim payment of subscription, due up to the date at which the resignation becomes effective and a sum equal to the subscription due up till the end of the current financial year. If the exclusion becomes effective during the last two months of the year, the Association shall be entitled to claim payment of subscriptions due up to the date at which the exclusion becomes effective, and a sum equal to the subscription due for the following financial year.

5. Application For Membership

Members provide their category at application stage, whereby each member can apply in only one category. The Secretary General has prepared an information package for parties interested to become member of the Association.

An applicant for Membership of the Association will be requested to provide the following information:

- Endorsement of the Code of Conduct;
- Adherence to the Statutes and By-laws;
- Description of their Waterborne activities;
- Country of origin and category (see [Membership](#)).

Elaborating on the provision of *Article 4.3. of the Statutes*, the Board of Directors can admit a new member provisionally by unanimous decision through a written (e-mail) vote. Following a due diligence check by the Secretary General, he/she informs the Board of Directors of a new application and provides the necessary information about the applicant to enable the Board of Directors to make a decision. The Directors will then make their personal decision known to the Secretary General within one (1) week. No response within this period is considered an approval. The Secretary General will inform the applicant of the result once the week has passed, or a decision has been reached.

From that moment onwards, the member concerned is eligible to participate in the activities of the Association. However, a new member can only propose candidates for key positions following the approval of the membership application by the General Assembly. This approval is proposed to the first meeting of the General Assembly following the approval of the application for membership by the Board of Directors.

If a member self-assessment is rejected, the Board of Directors invites the member to discuss the reason of this rejection and can propose an alternative category. The member has one more week to convince the current Board of Directors in another category. Without a compromise, the Board of Directors proposes a solution for decision. At the end of these two weeks, the member must be allocated to a category by the Board of Directors which has to justify its choice which cannot be contested.

The director representing a member of the Association can not take part in the validation process regarding the modification of the category of such member.

6. Membership Fee

There is no calculation method for the membership fee of the Association. At the moment, the fee is set at a fixed rate for all members. The resulting budget is used for financing the activities of the Association. Currently, the fixed fee is set at € 4,100.

Membership fees will be invoiced once per year after the approval of the fee by the General Assembly. Members shall pay the membership fee within sixty (60) calendar days after having received the invoice.

The amount of membership fees to be paid by a member who has joined the Association during the financial year will be determined by the period of joining the membership:

- In case the member has joined in the first 6 months of the financial year, the member will pay 100% of membership fee;
- In case the member has joined in months 7 to 9 of the financial year, the member will only have to pay 50% of membership fee for the remainder of the financial year;
- In case the member has joined in months 10 or 11 of the financial year, the member will only have to pay 25% of membership fee for the remainder of the financial year;
- In case the member has joined in month 12 of the financial year, the member will pay no membership fee for the remainder of the financial year.

The amount of membership fee as well as the payment terms thereof are decided annually by the General Assembly upon proposal from the Board of Directors.

7. Outline of organisation

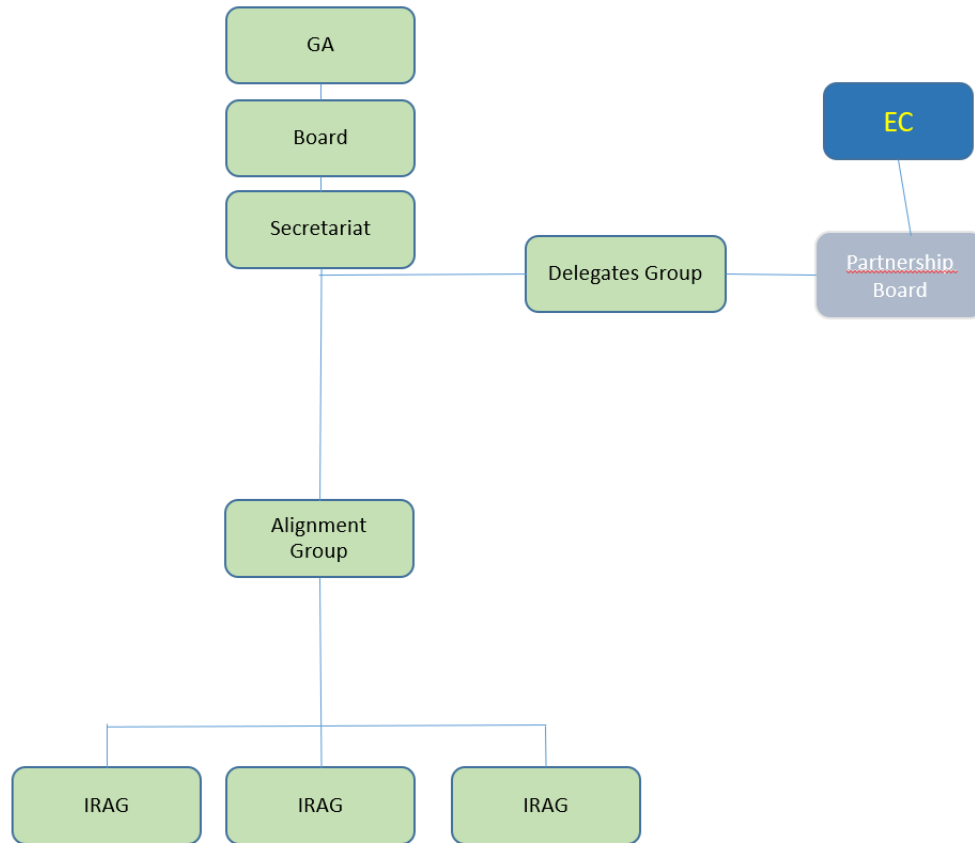


Figure 1: organisational structure Waterborne Technology Platform

The General Assembly (GA) is the highest decision-making body of the Association, and is a statutory body. Its competences are listed in the Statutes of the Association. Section [General Assembly](#) details the working procedures of the General Assembly.

The Board of Directors (Board) is a collegial **governing** body that manages the Association, and is a statutory body. Its competences are listed in the Statutes of the Association. Section [Board Of Directors](#) details the working procedures of the Board of Directors.

The Board of Directors has assigned the daily management and representation of the Association to the Secretary General. His/her mandate is listed in the Statutes of the Association, and elaborated in section [Secretary General](#).

The Alignment group coordinates the technical RD&I matters of the Association. The Alignment Group is not a statutory body. Section [Alignment Group](#) details the working procedures of the Alignment group.

The Thematic Research Innovation Groups (TRIGs) give advice to the Alignment group on technical RD&I matters. The number of TRIGs may vary; the Board can establish or dismantle

TRIGs. Section [Thematic Research Innovation Groups](#) details the working procedures of the TRIGs.

The Secretary General is supported in his/her work by three groups:

- Secretariat
 - The tasks of the Secretariat are detailed in the Section [Secretariat](#);
- Public Affairs Group
 - This group is responsible for developing and executing the communication strategy (including participation to exhibitions, like the Transport Research Arena) of the Association, and drafting material needed for that. Section [Public Affairs Group](#) details the working procedures of the Public Affairs group.
- Advisory Group
 - The Secretary General can ask relevant parties to support and give guidance to the Association. The tasks of the Advisory Group are laid down in the Section [Advisory Group](#)

The Alignment group is supported in its tasks by two groups:

- Implementation Review Group, see section [Implementation Review Group](#)
- Liaison officers, see section [Spokesperson For Association](#)

The work of these groups also supports the discussions in the TRIGs.

To **govern** the Co-Programmed Partnership on Zero-Emission Waterborne Transport (ZEWT) together with the European Commission, the Association has established a Delegates Group to the Partnership Board. Although the Delegates Group is incorporated in the current version of the Statutes, it is not mandatory to include the Delegates Group in the Statutes, since it is not a body enshrined in the applicable regulation(s). The mandate of this group is given in [Delegates to the Partnership Board](#); their task will be defined by the European Commission.

The Partnership Board will establish an Advisory Committee as well as a States Representatives Group. It is envisaged that some academic or research members of the Association can participate in the Advisory Committee. If and when it is set up, the mandate and tasks of these Delegates will be defined following the role of the Advisory Committee as stipulated in the MoU of the cPP on Zero-Emission Waterborne Transport, [Delegates to the Advisory Committee](#). The role of the States Representatives Group is defined in the applicable section.

8. General Assembly

(elaboration on article 5 of the statutes)

The mandate of the General Assembly is enshrined in the applicable Belgian law. The General Assembly is the forum of all members of the Association and it is the Association's **highest decision-making body**. The agenda items for the General Assembly are prepared by the

Board, for information, for discussion and ultimate decision-making amongst the members of the Association at the meetings of the General Assembly.

The General Assembly sets the Association's policies and approves the Association's annual budget, as prepared by the Board with the support from the Secretary General.

The General Assembly holds one meeting per year but more meetings can be held, either after a collegial decision of the Board of Directors or at the request of at least one third of the members.

The Convocation for the meetings of the General Assembly will be sent by the Secretary General on behalf of the Chairperson. The invitation and draft agenda for a meeting of the General Assembly will be circulated 8 (eight) weeks in advance, and members will have the opportunity to add agenda items until 6 (six) weeks before the meeting. The final agenda and meeting documents for a meeting of the General Assembly will be sent to the membership 1 month before the meeting.

For reasons of convenience, the members will have the opportunity to submit written questions until 2 days (48 hours) before the meeting. These questions submitted will be dealt with by the Chairperson in the General Assembly meeting. Voting at the General Assembly meeting is performed in an electronic way.

The Bureau of the General Assembly is defined as the Chairperson, the Secretary of the General Assembly, and a vote taker.

Each member is represented at the General Assembly by one delegate and each member has one vote. Proxy votes are limited to maximum three per attending member.

The minutes of meeting are drafted by the Secretary General. The Secretary General will, after approval of the minutes by the Chairperson, circulate the minutes in English to all members for comments within two (2) weeks after the meeting. If comments are received, these comments will be discussed and, if they are agreeable, the minutes will be revised accordingly and, if need be, circulated again but only if the meaning of the minutes has changed. If no changes are requested by the members present at that meeting after two (2) weeks since circulation of the minutes, the decisions described in the minutes are considered as agreed and applicable. From that point onwards, the execution of actions mandatory by law are set in motion (e.g. registering new Board members, depositing the financial report). The minutes are then formally endorsed by the following meeting of the General Assembly.

Voting on the applications for membership submitted is done per application, not for a whole group at once. New members have the right to vote during a meeting, following the approval of their application by the membership.

9. Board Of Directors

(elaborating on article 7 of the statutes)

The mandate of the Board is enshrined in the applicable Belgian law. The Board is the body of the Association that **governs** the Association.

In preparation of the General Assembly, the Board agrees on all agenda items to be discussed and decided upon by the General Assembly. The Board thereafter mandates the Secretary General to implement all policies and decisions from the General Assembly.

The Board defines the Waterborne budget, to be approved by the General Assembly. Following approval of the budget, the Secretary General will manage the Association within the budget defined.

The Board can set-up permanent or ad-hoc groups, when appropriate.

a. Composition

When composing the Board of Directors it is recommended – but not obligatory - that:

- No more than three (3) members of the board members have the same nationality;
- No less than thirty five percent (35%) of the board members represent the least represented gender.

During the election, the Chairperson is responsible for reminding voters of these objectives.

At least three months before the election date, the Secretary-General officially informs members about the election date by e-mail. The Secretariat provides the membership an overview of the classification of each individual member in a certain category.

Each candidate should apply by providing, at least one month before the scheduled date for the election:

- the CV of the person representing the member organization,
- the motivation for the candidature,
- the definition of the level of commitment in the category for which the candidate is applying
- A declaration to represent the interest of all members of the Association

One month before the General Assembly, the current Chairperson publishes the official list of candidates and the categorisation of members. This information is also included in the final package of meeting documents. Provisionally Accepted Members (as defined in Article 4.3.3. of the Statutes) are not eligible for voting during the current election, if their membership is not adopted before the voting is cast.

On the election day, all members have the right to cast their vote for all candidates of all categories. For the avoidance of doubt, the execution of such voting right will entail that each member will choose 'for' or 'against' for each candidate.

Voting will be organised per category, in the order proposed in *Article 7.2.1. of the Statutes*. Once voting for all categories has been concluded, the final list of Board members elected will be put forward for approval.

The vote is anonymous and online.

Anonymous voting procedure

Each member of the General Assembly receives a link by e-mail from the Secretary General, upfront of the General Assembly, in order to vote online. This link leads to a secure online platform. The member can log in and vote on the platform.

The online platform offers the possibility to vote in favour, against or to abstain.

Vote counting team

The platform is able to give the results of the election.

The Secretariat and the legal advisor will jointly check the voting system, and export the results. These results will be announced by the Chairperson.

The blank ballots and abstentions do not count in the final results.

The invalid ballots do not count in the final results.

The candidates who have the biggest percentage of "in favour" are elected, respecting the number of seats per category.

Voting rules

In case of a tie within one category, the voting procedure will be repeated for only those candidates who were involved in the tie. All members have to vote again.

Without prejudice to the provisions of *Article 8 of the Statutes*, candidates should also indicate whether they would like to serve as Chair or vice-Chair of the Association. The General Assembly shall appoint a Chairperson for a maximum period of two years, upon proposal of the Board of Directors. The General Assembly may also appoint one or two Vice-Chairs, also upon proposal by the Board of Directors. The Chairperson of the Association is also the Chairperson of the Board of Directors.

New members of the Board will have to sign the legal documents required by Belgian law to be officially registered. This concerns a translation in Dutch of the excerpt of the minutes of meeting of the respective meeting of the General Assembly.

If the minimum number of eight (8) board members is not reached, elections will have to be rescheduled and the current Board of Directors will act as a Board of Directors in on-going affairs.

If the minimum of eight (8) member is reached, the remaining vacant seats will not be taken during the mandate of that Board of Directors irrespective if all categories are elected or not.

b. Mandate and representation

Personal mandate

Membership of the Board is personal. Therefore, a Board member cannot be replaced at a meeting by an alternate. The position of Board member is also exclusive, therefore, a Board member can not have another position or function in the association. However, a Board member can be a regular member of an TRIG.

Compensation

The position of Board member is on a voluntarily basis, therefore not-reimbursed.

Board meetings

Board members cannot be accompanied by assistants or colleagues in the Board meetings.

The Board is the body that, in the interest of all its members, oversees the proper functioning and legality of the Association and defines its strategies.

Absent members

An elected member shall be considered to be in default if he or she is unjustifiable absent three consecutive times from official meetings of the Board of Directors or from the General Assembly, without giving a proxy.

Proxy

In the Board, there are no deputy for elected members, but it is possible to occasionally appoint a proxy to another elected member of the Board. When a proxy is appointed to attend the meeting and represent an absent member, the absent member shall be considered present.

To appoint a proxy, the member who will be absent informs the entire Board via e-mail that a proxy has been given to another Board member and identifies this Board Member with her/his name.

c. Meetings and minutes

The Board of the Association will meet 4 times per year. The Chairperson may call for more meetings.

The draft agenda for a Board meeting shall be sent to the Board members 1 (one) month before the meeting. The final agenda for a Board meeting shall be sent to the Board members 2 (two) weeks before the meeting. Additional documentation for the Board meeting shall also

be sent preferably 2 weeks in advance. Items outside the agenda cannot be decided upon in the meeting and can only be discussed under the topic of “information matters”

The minutes of meeting are drafted by the Secretary General. The Secretary General will circulate the minutes in English to all Directors for comments within two (2) weeks after the meeting. If comments are received, these comments will be discussed and, if they are agreeable, the minutes will be revised accordingly and, if need be, circulated again but only if the meaning of the minutes has changed. If no changes are requested by the Directors present at that meeting after two (2) weeks since circulation of the minutes, the decisions described in the minutes are considered as agreed and applicable. The minutes are then formally endorsed by the following meeting of the Board of Directors.

10. Secretary General

(elaborating on article 8 of the statutes)

The Board of Directors has assigned the daily management and representation of the Association in this respect to the Secretary General. This position is a permanent position, and the Secretary General is appointed by the Board of Directors. The position of Secretary General is reimbursed. The Secretary General executes activities according to plan and budget as approved by the General Assembly, with support of the Secretariat.

a. Responsibilities of the Secretary-General

The Secretary General is responsible for the daily management and representation of the Association. In addition, the Secretary General manages the Secretariat, and functions as secretary to various internal bodies. A further detailing of the responsibilities of the Secretary General is included in the yearly plan. The yearly plan and budget will be drafted by the Secretary General for approval by the Board.

b. Secretariat

The Secretariat runs the Association on a daily basis and provides all necessary organisational and administrative support. A further detailing of the tasks of the Secretariat is included in the yearly plan.

The Secretariat is composed of one or more staff members, directly contracted by the Association and financed via the annual budget of the Association.

11. Chairperson

(elaborating on article 6 of the statutes)

The Chairperson is in charge of chairing the Association, the meetings of the General Assembly and the Board of Directors as well as representing the Association. In case, in between meetings of the Board of Directors, exceptional decision making by the Board of Directors is required, the Chairperson will liaise, to the extent that these were appointed, with the two vice-chairs of the Board.

12. Alignment Group

The Alignment group coordinates the technical RD&I matters of the Association, including the cPP on ZEWT, and thereby coordinates the activities of the TRIGs. In addition, the Alignment Group collects and distributes information internally when relevant to the above, in consultation with the Secretary General.

The Alignment Group meets on invitation by the Coordinator minimum quarterly. The Alignment Group adopts its decisions by consensus.

a. Composition

The members of the Alignment Group consist of the Coordinator, the TRIG chairpersons (chairs and vice-chairs), the Chair of the Delegates Group, the liaison officer(s) and the Secretary General. The Secretariat provides organisational support and the Chairperson of the Board can be invited to the meetings.

b. Alignment group - The Coordinator

The Coordinator is appointed for a renewable term of 2 years. The nomination is made by the Board of Directors and confirmed by the General Assembly. The Coordinator leads the work of the Alignment Group in close consultation with the Secretary General. Regular interaction with the Secretary General ensures strategic alignment and operational consistency.

The responsibilities of the Coordinator include, but are not limited to:

- Designing and managing the process for developing the Association's strategic documents related to RD&I matters, and for identifying and formulating research orientations and topics;
- Leading the development of the technical RD&I matters of the Technology Roadmap; Ensuring alignment with relevant EC guidelines, policy priorities, and framework conditions;
- Liaising with relevant EC services and other key stakeholders on matters related to RD&I strategy and implementation;

- Representing the Association on technical RD&I matters;
- Serving as the internal and external contact point for implementation, technical aspects of the Technology Roadmap, and overall RD&I coordination matters;
- Ensuring the effective flow of information on technical RD&I matters between TRIGs and Delegates Group;
- Collecting and distributing relevant information internally and externally when relevant to the above.

A Vice-Coordinator may be nominated by the Board and confirmed by the General Assembly, to support the Coordinator in fulfilling these responsibilities. The division of tasks is agreed upon between the Coordinator and the Vice-Coordinator. The Vice-Coordinator may act as substitute for the Coordinator when necessary and appropriate.

The Coordinator may on occasion be invited to present specific topics at the Board meetings. However, the Coordinator is not a member of the Board and holds an exclusive position. Therefore, the Coordinator may not have another position or function within the Association, except as a regular member of the TRIGs. The position of the Coordinator is voluntary and therefore not remunerated.

13. Public Affairs Group

(Elaborating on Article 10 of the Statutes and Decision General Assembly January 2020)

The Public Affairs Group has two main tasks, i.e. public relations and public affairs.

In terms of public relations, the Public Affairs Group assists and cooperates with the Secretary General on the communication of the work, activities and success of the Association towards the relevant EU Institutions and Agencies, Member States, stakeholders, and other ETPs, especially in – but not limited to – the field of transport. Furthermore, the Public Affairs Group is responsible for the preparation of and contribution from the Association to the bi-annual TRA, the SMM and any other relevant events and conferences. This task includes the nomination of people for the various TRA committees (such as the Management, Programme and Organisational committees) for approval by the Board of Directors, and the set-up of the booth at the event itself. Finally, the Public Affairs Group initiates the issue of press release and other publications.

In terms of public affairs, thus of maximizing the influence and impact of the Association in terms of content of the framework programmes, the Public Affairs Group assists and cooperates with the Secretary General in terms of taking initiatives towards the European Institutions, Member States and Members of European Parliament, where and when necessary.

The members of the Public Affairs Group consist of the Chairperson of the Public Affairs Group, the Secretary General and a rotating group of communication and public affairs

professionals (approximately 10). The position of Chairperson or member of the Public Affairs Group concerns a voluntarily basis, therefore not-reimbursed. The Secretariat provides organisational support. The Chairpersons and members have a renewable mandate of 2 years. The Chairperson and members of the Public Affairs Group will be appointed by the Board.

14. Advisory Group

The Secretary General can call for meetings of the Advisory Group to support and give guidance to the Association. The Advisory Group can have different compositions, according to the topic to be discussed, notably: European waterborne associations or CEO's of the members of the Association. The meetings are chaired by the Secretary General.

15. Implementation Review Group

(elaborating on Article 10 of the Statutes)

The Implementation Review Group monitors answers to calls, evaluation results and selection of calls, in particular on topics prepared by the Association (including the calls in the framework of the Partnership ZEWT). In addition, the Implementation Review Group, monitors industrial research as well as research supported by national and/or regional schemes. The Implementation Review Group also monitors the progress and results of EU-funded projects in which Association members are participating in, and prepares success stories.

With regards to the monitoring of the projects in the framework of the Partnership, the information gathered by the Implementation Review Group will be essential for the monitoring and reporting of the Partnership.

The Implementation Review Group also establishes communication with successful consortia to ensure feedback on progress, and creates an administration of the data collected so as to form a permanent record on success and relevance of R&D projects in the waterborne area. In addition, members of the Implementation Review Group will participate in the advisory boards of EU-funded projects.

The Implementation Review Group reports to the Alignment Group and Public Affairs Group on the results of its monitoring. The Implementation Review Group is supported by the Secretariat.

The members of the Implementation Review Group consist of the Chairperson and approximately 5 members. The position of Chairperson or member of the Implementation Review Group concerns a voluntarily basis, therefore not-reimbursed. The Chairpersons and members have a renewable mandate of 2 years. The Chairperson and members of the Implementation Review Group will be appointed by the Board.

16. Thematic Research Innovation Groups (TRIGs)

(elaborating on article 10 of the statutes, and decision General Assembly 2018)

The Board has agreed to use the TRIGs as main discussion groups on technical RD&I matters, and that all members can be a member of a TRIG. Each member of the Association is expected to contribute actively to at least one TRIG.

At the moment, we have three TRIGs:

- Vessel Technologies and Operations;
- Port Ecosystems;
- Blue Economy.

The TRIGs shall be tasked to define the technical RD&I priorities of the waterborne sector in the areas for which they are competent (*a bottom-up approach*) and prepare the technological roadmap for these areas and priorities falling within the scope of their competence. In principle, decisions are taken by consensus. In case of voting, decisions need a two-third majority of members present or represented.

The TRIG chairs and vice-chairs are appointed by the Board, for a renewable period of 2 years. The position of (vice-) chair is a voluntarily position, and not reimbursed. To ensure a proper balance within the governing bodies of the Association, the Board may solicit candidates independently from those that were proposed.

The members of the Association can participate in as many TRIGs or working groups as they deem necessary.

17. Representation

(elaborating on Article 9 of the Statutes, and the decision of the General Assembly of January 2020)

a. Spokesperson For Association

According to the Statutes, the Association can only be legally represented by (i) the Chairman of the Board of Directors together with a director; or (ii) the Secretary General in daily matters. For non-legally binding activities, it is not specified who can represent the Association. Therefore, the Board of Directors and the General Assembly decided to appoint the following representation:

- The Chairperson of the Board can delegate all Board members to represent the Association with regards to all its dealings in all relevant meetings;
- The Coordinator of the Alignment Group can represent the Association with regards to all technical RD&I matters in all relevant meetings;

- The Chairpersons of the TRIGs can represent the Association with regards to technical RD&I matters relevant for their TRIG in all relevant meetings;
- The Chairperson of the Delegates Group can represent the Association with regards to technical RD&I matters related to the Co-Programmed Partnership on Zero-Emission Waterborne Transport, as well as the development of the Partnership in a broader perspective, in all relevant meetings;
- Dedicated liaison officers, to be appointed by the Board, can represent the Association with regards to dedicated technical RD&I matters in dedicated meetings. ToR for liaison officers are given in [Appendix 1: ToR Liaison officers](#).

To maintain an overview of communications with external stakeholders, all spokespersons are required to Cc the Secretary General in their communications.

These appointments are personal, and not transferable to other employees of the same organization.

The representatives of the Association will adhere to the decisions of the General Assembly, the Board, the Code of Conduct, the By-laws and to the technical documents approved by the Association.

18. Delegates to the Partnership Board

(decision General Assembly April 2021 and June 2023)

The Delegates to the Partnership Board form the Delegates Group. The Delegates Group is thus the Waterborne part of the ZEWT Partnership board. The Partnership Board is the governing body of the Partnership and the official communication channel between the private side and the European Commission. Delegates are elected for a two year term. Delegates have to represent a Waterborne member with direct representation (not a member of a member). The position of Chairperson or member of the Delegates Group is on a voluntarily basis, therefore not-reimbursed. The Secretariat provides organisational support. The Chairperson and members have a renewable mandate of 2 years. The Chairpersons and members of the Delegates Group will be nominated by the General Assembly, and appointed by the European Commission Services.

a. Composition, Nomination, Election

The principles for classification, composition and procedure of elections are equal to the ones for the classification, composition and procedure of the elections for the Board of the Association.

b. Mandate

The Mandate of the Delegates Group is to discuss and agree on all topics that are put on the agenda of the Partnership Board by the European Commission. These topics will include:

- Approval of the update of the Strategic Research Agenda;
- Approval of the call topics for Horizon Europe calls;
- Approval of the funding rates per call topic;
- Reporting on the fixed elements of the annual and biennial monitoring reports of the Partnership.

The Delegates are not mandated to:

- Put additional topics on the agenda of the Partnership Board outside the scope of the mandated list;
- Discuss with the European Commission on other topics than research, innovation, demonstration and uptake of RD&I results;
- Discuss with the European Commission on research, innovation & demonstration outside of the scope as laid down in the Partnership proposal document;
- Put forward call topics that have not been discussed and agreed within the scope of the Waterborne TRIGs and Alignment Group.

Mandates for such items should be given by the Board of Directors on a case-per-case basis. The Partnership Board adopted “Rules of Procedure”, which are attached in Appendix 4, which further lay down the specificities of the Partnership Board.

c. Conflict resolution

In case of any conflicts arising between members of the Delegates Group, the Dispute Settlement in Article 21 applies.

19. Member States Reference Group

In order to inform EU Member States regarding priorities and topics for collaborative research, and to receive guidance, a Member States Reference Group can be set-up. The members of this group are the observers from EU Member States and Associated Countries, and the group is headed by a Chair. The Chair is appointed by the Board, for a renewable period of 2 years. The position of Chair is a voluntarily position, and not reimbursed.

This is a different group than the States Representative Group in the framework of the cPP ZEWT, although synergies can be established by organising meetings back-to-back.

20. Code of Conduct

(decision General Assembly February 2021)

The Association has adopted a Code of Conduct. The Code of Conduct applies to all meetings and all members. The Code of Conduct is included in [Appendix 3](#), and new members should declare adherence to the Code of Conduct.

21. Dispute settlement

In case of internal disputes between members, the member(s) concerned are requested to notify the Secretary General of the dispute. Following the notification, the Secretary General will investigate the causes of the dispute and will bring the parties involved together for a first exchange of views. This exchange of views will be facilitated by a Board member acting as moderator.

In cases of dispute regarding the Secretariat the concerned party is to notify the Chairperson in writing. The Chairperson together with another board member conducts the review.

22. Liabilities of Board Members and Members of the Association

(decision General Assembly January 2020, and Board meetings 2020)

According the Belgian law for the NPO ("VZW" in Dutch) (not for profit associations):

- Members of the association cannot be held liable for the dealings of the Association;
- Representatives of the Association, such as the Liaison Officers, can also not be held liable for their personal dealings within the Association, as long as they remain within their terms of reference;
- Board members and the Secretary General can be held liable for the dealings of the Association, until the General Assembly has approved their work and the finances of the Association (discharge of the Secretary General and Board of Directors). This is why this item is always specifically on the agenda of the General Assembly.

The Board of Directors has concluded a liability insurance.

All board members will have to sign an understanding of the Association's Code of Conduct for the period of their mandate, including the applicable regulations regarding integrity, compliance, confidentiality and competition.

23. Financial Matters

(updated during Board meeting December 2021)

a. Mandate

The Board has decided to mandate the Secretary General for expenses as foreseen in the approved plan and budget. Any contract with an amount higher than € 25.000 will have to be approved by the Board of Directors (in writing or during a board meeting).

b. Audit & Financial Report

The auditing of the financial affairs, and drafting a financial report is subcontracted to an external auditor. Therefore, the Association did not establish the role of internal auditor or treasurer.

24. Support Letters

(decision Board October 2019)

A letter of support for a project proposal in i.e. the framework of Horizon Europe, the EU Innovation Fund, and other applicable funding mechanisms will be granted, if a member of the Association is involved in the consortium. A member of the Implementation Review Group will be nominated to participate in an advisory group in case a project is granted, based on the conditions that the travelling and subsistence costs will be reimbursed by the project.

25. Graphical Identity

(decision Board January 2019)

The Association has developed a graphical identity (in short, brand) for communication purposes, both for the Waterborne TP as well as for the cPP on Zero-Emission Waterborne Transport. This brand should be used in all communications, being on social media, on the website, in presentations, or in writing.

26. Approval of documents and texts

(decisions Board 2018 and 2019)

In case a quick approval for short term information like press releases, news items, etc. is needed, the Chairperson, in cooperation with the Secretary General, and the Public Affairs Group will be contacted. For technical documents, the approval should be done by the Coordinator, in cooperation with the relevant TRIGs.

Any form of communication or cooperation with or towards any countries outside Europe, as defined in Article 4, should be agreed upon by the Board of Directors before officially concluded.

Appendix 1: ToR Liaison officers

Goal

Creating synergy and warn about any unnecessary duplication between the Association and any other relevant EU program or partnership

Position and Appointment

- Is appointed by the Board of Directors, based on proposals by TRIGs and or the Alignment Group, and reports to the Association's Board of Directors or the Alignment group (to be decided by the Board of Directors), with a renewable mandate for two years. The position is on a voluntary basis, and thereby not reimbursed. The list of liaison officers is communicated to all members on a regular basis;
- Closely interacts with the Alignment group of the Association and keeps the Secretary-General informed on his/her activities.

Tasks and responsibilities

- Mapping and determining interaction and potential synergies of the Association with other EU programmes or partnerships
 - Receiving information (strategic agenda's relevant outcomes etc), disseminating information by the Association, attracting (project) partners as required by the Association and which are likely to be found in other partnerships and generating leads for partner roles in activities/calls of other partnerships
- Acting as a point of contact for other EU programmes and partnerships
- Representing the Association's interests and positions in these other EU programs and partnerships, in close contact with the Coordinator and the Secretary-General.
- Validating these positions with the Alignment Group of the Association

Profile

- If possible both a member of the Association as well as the TP or cPP the liaison is to be established with.
- Sufficient knowledge and familiarity with plans, activities and results of those parts of the Association and the TP/PPP to interact with, insofar these are relevant
- Familiarity with EC and MS policies insofar these are relevant
- The ability to assess the relevance and impact of potential interaction with other TP, cPPs or JUs.
- The ability to interface with the relevant staff in any other relevant EU program or partnership.

Appendix 2: Code of Conduct

Code of Conduct

Message from the Board of Directors

Why do we need a code of conduct?

WATERBORNE has been set up as an industry-oriented Technology Platform to establish a continuous dialogue between all waterborne stakeholders, such as classification societies, shipbuilders, shipowners, maritime equipment manufacturers, infrastructure and service providers, universities or research institutes, and with the EU Institutions, including Member States. Waterborne has become a well-known organisation to facilitate discussions regarding RD&I for and by the European waterborne sector as well as to develop common R&D visions and Strategic Research and Innovation Agendas (SRIAs).

Our status has been built on quality of work and integrity, both being a prerequisite for working with a large number of stakeholders. The Code of Conduct has been developed considering the requirements of these stakeholders, while also considering the economic, social and environmental challenges that impact our work.

The Code of Conduct defines how we conduct ourselves at the Waterborne Technology Platform (WTP). It defines how we function as an organization, and how (contracted) employees, members of the Board of Directors, members and partners of the WTP interact with public entities, colleagues, suppliers and other stakeholders. It outlines the fact that we are bound to the Code of Conduct even if it means losing an important project or contract. The Code of Conduct is more than an acknowledgment of the rules. It reflects a personal commitment to take responsibility for our actions and to always work with integrity.

All (contracted) employees, members of the Board of Directors, members and partners of the WTP, and those acting on behalf of WTP, shall follow this Code of Conduct. The future success and results of WTP depend on its reputation as a trusted and reliable partner. If anyone sees inconsistencies with our code, they are empowered to report misconduct.

Henk Prins

Christophe Tytgat

Hermann-Josef Mammes

Marco Schembri

Wilfried Lemmens

Nik Delmeire

Peilin Zhou

Paolo Guglia

Laurent Courregelongue

Brussels, 14 April 2021

Summary

Applicability. The WTP Code of Conduct applies to WTP (contracted) employees, Members of the Board of Directors, members and partners that act on behalf and within WTP. This applies also to all meetings of WTP.

Responsibilities. All WTP (contracted) employees, members of the Board of Directors, members and partners shall read, understand and comply with WTP Code of Conduct. They shall ask for help when they are not sure if any activity is compliant with the code of conduct. They shall understand they are obliged to report any of such activity. WTP board of directors and the WTP Secretariat shall ensure the implementation of the Code of Conduct among the (contracted) employees, Board of Directors, members and partners.

Reporting a misconduct. All WTP (contracted) employees, members of the Board of Directors, members and partners are required to report any suspected or observed activity that is not compliant with the Code of Conduct or if they are asked to do something that might be a violation of the Code of Conduct. Reports shall be made to a dedicated team of compliance officers. This team will be appointed by the General Assembly.

Waterborne Technology Platform Code of conduct

Our (contracted) employees, members of the Board of directors, members and partners

WTP combines people from different countries, nationalities and cultures. We treat each other with respect and dignity and behave accordingly when interacting with one another. We encourage good manners, polite approach and privacy and do not tolerate any kind of discrimination, bullying or harassment. This applies to our (contracted) employees, members of the Board of Directors, members and partners as WTP is judged by outsiders according to the way they are treated and because – as a Belgian based non-profit making association – there are obligations to respect Belgian law on these matters. Clear and regular communications, diversity, equality of opportunity and upholding health and safety are essential to foster a work environment in which everyone will feel welcome and comfortable.

Our way of working

We work with each other in a polite, reliable and consistent manner to build a long term relationship that is the crucial foundation for future success. This applies to our (contracted) employees, members of the Board of Directors, members and partners. **We take responsibility of the way we:**

- **help each other and our members to succeed** by adding value through our performance and services. We build trust by being transparent and honest. We do not act in a manner that unfairly favors or benefits one partner or stakeholder over another;
- **work with each other in a fair and polite manner** where the same standards apply to everyone. We do not pursue things that create conflict of interest of any kind. We apply transparent job recruitment processes to select the most suitable employees. We use transparent public tendering processes to choose most suitable consultants and agencies to help us in our work. Commissions or fees paid to consultants or

agents must be reasonable in relation to the services provided. In addition, WTP applies the Chatham House Rule to all its meetings;

- **safeguard WTP assets**, equipment, confidential information, information systems, and intellectual property must be handled with care to avoid loss, theft or damage. Information sharing or information systems must be used in a manner that does not violate the rights or interests of WTP (contracted) employees, members of the Board of Directors, members, partners or any other stakeholder. We avoid or manage conflicts of interest and take the necessary actions;
- **interact with stakeholders like the European Commission Services, Member States, media, NGOs, other institutes and organizations**. WTP (contracted) employees, members of the Board of Directors, members and partners know and comply laws and regulations and must not contact these stakeholders unless it is within their mandate. Influencing their objective decision making is forbidden. WTP has nominated people to work on stakeholder relations. Gifts and complimentary acts of courtesy or hospitality in favor of representatives of public institutions and any other stakeholder may only be permitted when these prove to be of reasonable value and, as such, do not compromise the integrity or reputation of one of the parties concerned and could not be interpreted by an impartial observer as aimed at securing advantages in an improper form. In any case, this type of expense must be authorized at an adequate level, properly documented and comply with the Code of Conduct applicable in the organization of the recipient;
- **fulfill social responsibility** in complying with all laws designed to protect environment, safety and health and promoting a sustainable approach in daily work. Corporate Social Responsibility implies that WTP treats all stakeholders in a socially responsible manner. If issues of legal compliance arise, WTP will act responsibly and abide by the final decisions rendered by the courts;
- **communicate to public** openly and in an organized manner. WTP has mandated dedicated persons responsible for communication and this mandate should be respected in all forms of communication;
- **report activities and issues that are not compliant with the Code of Conduct**. In case of indication that non-compliant activities may be undertaken, all (contracted) employees, members of the Board of Directors, partners and members have the responsibility to report this activity to the compliance officers;
- **Perform our accounting** based on comprehensive and precise information, attestable and consistent with the organizational structure. If deemed necessary, a regular check of the accounting can be conducted on request of the members.

Acting in accordance with relevant legislation

For WTP employees, (contracted) employees, members of the Board of Directors, members, partners and other stakeholders, adherence to the law is a matter of course and an integral part of their activities. What matters the most, when it comes to compliance, is the adherence to competition law and all other relevant laws. WTP services include providing a platform, advice and project coordination for companies that also may be competitors. WTP, among other things, draws up and represents matters of common interest. These activities and the provision of services for its membership must be in line with the rules that ensure undistorted competition.

Violation of any applicable law may be subject to severe consequences and adversely affect, members of the Board of Directors, (contracted) employees, members and partners. Various decisions of the European Commission resulted in the levying of substantial fines on companies and associations, with sometimes devastating economic impact. Anti-trust authorities are also getting more and more critical when it comes to co-operation between competitors – inside or outside of associations. WTP (contracted) employees, members of the Board of Directors, members and partners and any other stakeholder must keep this in mind.

Penalties for violation

Each WTP (contracted) employee, member of the Board of Directors, and any other WTP member or partner is responsible for fully complying with the applicable laws, this Code of Conduct and WTP policies. WTP applies zero tolerance and will take disciplinary action, up to and including termination of employment or membership, against employees or members who violate the law, this Code of Conduct or WTP policies.

Contact us

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Appendix 3: Rules of Procedure Partnership Board

adopted on 07 September 2021

Rules of Procedure for the Partnership Board of the Co-programmed European Partnership *Zero-Emission Waterborne Transport*

Introductory remarks

The Memorandum of Understanding of the Co-programmed European *Partnership Zero-Emission Waterborne Transport* mentions that the Parties should establish a Partnership Board as the main mechanism for dialogue and steering to reach the objectives set out in the Memorandum. It also mentions that the Partnership Board lays down Rules for Procedure, based on a harmonised proposal provided by the Commission, covering inter alia rules on confidentiality, transparency and avoidance of conflicts of interest.

Section 1 – Members of the Partnership Board and their nomination

The Association which signed the Memorandum of Understanding, and which represents the Partners other than the Union, **nominates its/their Partnership Board Members**, selected among its/their constituent entities. These Members (who are physical persons) are **endorsed by the Commission lead service** in charge of the European Partnership, in this case DG RTD, Unit C3 Low Emission Future Industries. The Commission lead service ensures that the Members nominated by the Association **reflect the composition of the Association's constituent entities**, including an adequate representation of SMEs, an adequate geographical coverage as well as an adequate gender balance.

The Association nominates its Members **on a rotating basis**, where half of the Members and their associated organisations are rotated after two years. A member and their associated organisation that has already served within the Partnership Board for four years may not be re-nominated by the association.

The Members from the Partners other than the Union will consist of **up to 20 representatives** from key industries and stakeholders, including SMEs, industrial groupings, research centres and universities (and public authorities, civil society and other stakeholders, if relevant).

The Members from the Partners other than the Union **are expected to provide input and advice** in their relevant fields of expertise to the best of their ability and in the best interest of the European Union research and innovation landscape.

The European Commission lead service(s) in charge of the European Partnership **nominates the European Commission's Partnership Board Members**. These Members will consist of **up to 3 representatives and up to 9 additional substitute Members**.

If the position of a representative **falls vacant**, the respective Partner will nominate a new representative and notify the Partnership Board about this.

Section 2 – Meetings of the Partnership Board

The **meetings are co-chaired** by an official from the European Commission lead service in charge of the European Partnership and by a representative of one of the Members from the Partners other than the Union.

In addition, the chairperson[s] of the Advisory Committee and/or States Representatives Group may participate in the Partnership Board as **observers**.

In addition, the Partnership Board **may agree to invite, or nominate as observers** to its meetings representatives of other European Partnerships, civil society organisations, standardisation bodies, certification bodies, regulators, public procurers as well as experts in the area of the European Partnership, Waterborne TP advisory group chairs etc. The Partnership Board may decide to examine specific items of the agenda without the presence of observers, due to the confidentiality of such specific items.

Meetings are convened in writing by the co-chairs, no later than 10 working days before the meeting. The meeting notice will be sent to each Board Member and observer chosen for the meeting. It will be accompanied by the provisional agenda and the relevant documents for decision-making.

The Partnership Board may meet physically or virtually. This will be communicated by the Board, for each meeting.

There will be **at least one meeting** of the Partnership Board **per year**.

The Partnership Board may operate with a **variable geometry** of Member representation according to specific needs of particular meetings, but it must always ensure an adequate degree of continuity and level of representation.

The Secretariat of the Waterborne Technology Platform will act as **secretariat** and will draft the agenda and the minutes of the meetings.

The **draft agenda is adopted** at the beginning of each meeting.

The **draft minutes** will be sent to the Board Members within 10 working days after the meeting, and comments will be accepted if received within 10 working days from the dispatch of the draft minutes. The minutes **will be adopted** at the following meeting. The minutes will contain the agenda, a summary of the discussions, the decisions taken, a listing of the items for information, the follow-up actions and the conclusions, as well as a list of attendance.

The Members from the Partners other than the Union **will not be reimbursed** from European Commission funds for attendance and participation at meetings, nor for any travel and subsistence expenses incurred, or for any work associated with fulfilling their tasks.

Section 3 – Tasks of the Partnership Board

The Partnership Board is the **main forum for dialogue and steering** by the Partners, with the ultimate purpose of reaching the objectives of the European Partnership defined in the MoU and the Strategic Research and Innovation Agenda (SRIA). **The Partnership Board ensures that the annual planning of activities from both sides steers towards the high-level objectives**, including through regular monitoring and assessment.

Only the Partnership Board is responsible for **taking decisions** for the European Partnership. This includes the **approval of results and proposals from the high-level meetings** on strategic issues foreseen in the Memorandum of Understanding.

Decisions will be taken by consensus¹ among the Board members present at a meeting. They will be documented in the minutes.

If this appears not possible and in exceptional circumstances, the co-chairs may decide to organise a vote. The decision is adopted by simple majority of the members, one vote per member. The members that have voted against or abstained will have the right to have a document summarising the reasons for their position annexed to the opinions, recommendations or reports.

The Members from the Partners other than the Union **give input and advice on annual research and innovation priorities and the definition of call topics** in a timely manner to enable the European Commission to prepare, draft and adopt the periodic Work Programmes. This may include presentations to the relevant Programme Committee configurations by a representative of the Members from the Partners other than the Union.

The inputs and advice to the European Commission are the result of discussions within the Partnership Board and **appropriate consultation processes implemented by the Partnership Board and the Partners other than the Union**. As the Partnership Board is expected to promote the public interest, these consultations are in particular intended to ensure an appropriate involvement of the Partnership's advisory bodies, as well as transparent and accessible processes for engaging the members of the Waterborne Technology Platform, as well as other stakeholders if necessary.

The **Members from the Partners other than the Union** are also responsible for preparing, in agreement with the European Commission, any necessary **updates of the SRIA**, which is the basis for developing the co-operation. The SRIA development process should ensure an extensive stakeholder consultation, including the involvement of Member States as appropriate.

The Partnership Board prepares and endorses the European Partnership's annual Additional Activities Plan. This task includes requesting proposals for Additional Activities from the Partners other than the Union, assessing whether the proposals meet the criteria for Additional Activities as defined in the Memorandum of Understanding and the extent to which the proposals would contribute to the achievement of the European Partnership's

¹ When a decision is taken by consensus, no formal vote is taken. A consensus is understood as the absence of objection rather than a particular majority.

objectives, as well as conducting discussions on the proposals and on whether the overall financial amount of proposed Additional Activities yields a sufficient level of contributions from the Partners other than the Union. The annual Additional Activities Plan is endorsed by 31 December of the year preceding the year for which the plan is made.

The Partnership Board monitors, throughout the life of the European Partnership, the Partners' fulfilment of commitments and agreed contributions. This task includes monitoring that the contributions agreed are provided in full, and on time.

If the contribution by the Partners other than the Union is significantly lower than the overall estimation agreed in the Annual Additional Activities Plan, the Partnership Board may make recommendations to the Partners other than the Union on adjustment measures.

If the action taken by the Partners other than the Union is not sufficient to reach the contribution originally agreed, the Partnership Board may recommend the European Commission to adjust its own contribution to match the contribution *de facto* made by the Partners other than the Union.

The Partnership Board oversees the Partners' establishment of an effective monitoring and reporting system that allows the European Partnership as well as the European Commission to track progress over time towards the stated objectives and impacts and to provide implementation and management data.

The Partnership Board takes action to ensure that the Memorandum of Understanding's requirement for continuous monitoring and periodic reporting by the Partners is respected. This includes the requirement for a simplified reporting every one year and a full reporting every second year to the European Commission, as defined in the Memorandum. The monitoring and reporting will be done on the basis of evidence provided by Partners, respecting confidentiality of information and avoiding anti-competitive behaviour. The scope of monitoring and reporting is defined partly in the Memorandum and partly in the SRIA.

The Partnership Board also ensures that upon request, the Partners other than the Union provide the European Commission with additional necessary information for the assessment of the achievements of the European Partnership in the context of the overall Horizon Europe evaluation, respecting confidentiality of information, and in the context of the Strategic Coordinating Process for European Partnerships (e.g. input to the biennial monitoring of the European Partnerships).

The Partnership Board monitors that the European Partnership's activities and results are communicated and disseminated broadly and through various channels, in order to ensure that any necessary information in the area of the European Partnership is available to all possible stakeholders, all along its duration. This task includes ensuring that the EU support to the European Partnership is visible.

The Partnership Board convenes the meetings of the Advisory Committee and of the States Representatives Group.

Section 4 – Transparency, confidentiality and avoidance of conflicts of interest

The Members from the Partners other than the Union undertake to put in place an open and transparent process for consulting their constituent entities and other relevant stakeholders on the identification of the priorities of the European Partnership and the design of its activities, as discussed in the Partnership Board. This should result in an appropriate involvement of all relevant stakeholders.

The Members from the Partners other than the Union **may not act in a way to take undue advantage** of their participation in the European Partnership.

The Members from the Partners **may not divulge information which has been declared as confidential**.

Also, a Board Member **may not individually be involved in the evaluation of proposals for Union funding** if s/he has contributed to the preparation of the corresponding call for proposals.

Should any subject discussed in a given meeting represent a **potential conflict of interest²**, the Member will inform the co-chairs of the Partnership Board. In this case, the Governing Board may decide to examine and take a decision on specific items of its agenda without the presence of the Board Member whose participation may lead to a conflict of interest.

Section 5 – Publication of Partnership information

The European Commission will make publicly available, including on its website, information on the functioning of the European Partnership.

The Partnership will publish on its website information on the composition of the Partnership's **governance structures**, including the **names of all Members of the Partnership Board**.

In the interest of transparency, the Partnership will also publish on its website the **names of all members of the Association** representing the Partners other than the Union.

Information will also be published on the **decisions** taken by the Partnership Board, as well as any specific reports prepared by the Partnership or by the Board Members that are deemed to be of public interest.

Section 6 – Amendment of the Rules of Procedure

A Board Member may propose to amend these Rules of Procedure. The Rules of Procedure will be amended by **decision of the Partnership Board, following a consultation of the Commission services**.

² For example, a potential conflict of interest could be if a Board Member from/representing a Partner other than the Union which has submitted a proposal to a specific call for proposals under Horizon Europe, would participate in the evaluation of the proposals to this call. This scenario is however not very likely, as the Commission does not normally employ representatives from a European Partnership as evaluators.