



# TERMS OF REFERENCE

## WATER4ALL PARTNERSHIP



## Preamble

The European co-funded partnerships are a new instrument launched in Horizon Europe. Such a programme of activities may support networking and coordination, research, innovation, pilot actions, innovation and market deployment actions, training and mobility actions, awareness raising and communication, dissemination and exploitation, and any relevant financial support, such as grants, prizes, and procurement. The European co-funded partnership **Water4All - Water Security for the Planet** has been officially launched on 1<sup>st</sup> June 2022. **Water4All vision is to enable water security for all on the long term, by boosting systemic transformations and changes across the entire research - water innovation pipeline, fostering the matchmaking between problem owners and solution providers.** The partnership proposes a portfolio of multi-national, multi-faceted and cross-sectoral approach, encompassing policy, environmental, economic, technological and societal considerations.

In the long run, it intends to achieve improved access to water, adequate water supplies for the various uses, restoration and increased protection of freshwater ecosystems and enhanced resilience, mitigation and adaptation of water systems and of populations to global changes. **Water security for all is a keystone for achieving the Green Deal and a Resilient, healthy Europe.** Water4All expected outcomes are intended to support the implementation and achievement of the United Nations Sustainable Development Goals (UN SDGs) by accelerating the transfer of solutions in foreign contexts, where specific challenges can be encountered.

### **Water4All specific objectives are to:**

- Deliver sound knowledge, tools and evidence basis on water for policy- and decision-making;
- Improve consideration of water impacts in all relevant policies;
- Enhance the field/market use of innovative solutions to water challenges;
- Increase citizens' awareness and engagement for an inclusive water governance.

### **Water4All operational objectives are to:**

- Strengthen the water Research and Innovation collaboration at European and International levels;
- Coordinate and leverage the activities of the water Research and Innovation community;
- Support and promote the demonstration and access to market of innovative solutions;
- Produce, share and better communicate water-related knowledge and data, from local to global scales;
- Enhance talent development of water Research and Innovation professionals;
- Foster capacity development and life-long training of water policy-makers, stakeholders and civil society;
- Design and implement approaches for participatory development of innovation.

The ambition of the partnership is to have Member States and public or non-profit partners to agree on multi annual funding of the activities needed to achieve these objectives. Water4All intends to run and promote a holistic approach, addressing all aspects of freshwater resource, uses and related hazards, and connecting the actors from research to decision-making and field implementation, including citizens. This will support the development of a strong and efficient collaboration which is required to address complex water challenges, and strengthen water diplomacy by supporting regional and international cooperation.

Water4All will run its activities across seven themes of its strategic agenda:

- water for circular economy;
- water for ecosystems and biodiversity;
- sustainable water management;
- water and health;
- water infrastructure;
- international cooperation;
- water governance.

The Water4All Partnership as designed started with a set of partners and can enlarge later on with new partners and/or activities fitting into the five operational pillars:

- **Pillar A** - Ensuring coordination and alignment of European / national / regional programmes and a continuum in actions from Research and Innovation to implementation, guided by a commonly agreed vision and a Strategic Research and Innovation Agenda
- **Pillar B** - Providing new knowledge and innovative solutions at the relevant scales of implementation from local to regional and global scale.
- **Pillar C** - Fostering the uptake of Research and Innovation results by engaging industry, users and policy makers while developing skills and capacity building at European and International scale
- **Pillar D** - Demonstrating the efficiency of innovation solutions and leveraging with “downstream” funding programmes (equipment investments, demonstration) through replication
- **Pillar E** - Developing international collaborations, in order both to enhance the dimension of the activities of the consortium, augmenting its critical mass, and to support the achievement of the UN SDGs by accelerating the transfer of solutions in foreign contexts, where specific challenges can be encountered

This document sets out the Terms of Reference for the Governance and Management structure of the Water4All Partnership. It describes:

- The requirements for participating in the Water4All Consortium and activities;
- The governing bodies of the consortium and their rules for decision-making in the consortium;
- The technical management structure adopted for delivering the work plan agreed with the European Commission in the Grant Agreements and subsequent annual work programmes.

Parts marked in grey are extracted from the body of the Consortium Agreement.

## Definitions

When used with the first letter in capital, the following terms must be understood as follows:

**Affiliated Entity:** An entity implementing part of the Water4All work plan and that has a link with a Beneficiary, in particular legal or capital link, which is neither limited to the project nor is established for the sole purpose of its implementation.

**Annual Implementation Plan:** Work plan agreed annually by the Consortium with the European Commission in accordance with the programme of activities set in the Grant Agreements, to progress towards the objectives of the Partnership.

**Associated Partner:** An entity, which is included in the Grant Agreement signed by the European Commission funding the Co-funded European Partnership Water4All, but without the right to charge costs or claim contributions.

**Beneficiary:** An entity, signatory of the Grant Agreement N° 101060874 with the European Commission.

**Chair:** The person elected by the Members to lead the Consortium.

**Chief Executive Officer:** The person appointed by the Coordinator to act as its representative for all activities specifically related to the role of Coordinator (in contrast to responsibilities as a signatory of the Grant Agreement).

**Committed Country:** A country from where is established the legal entity of at least one Water4All Member.

**Consortium:** The set of Members of Water4All that will sign the Consortium Agreement. It includes the legal entity Beneficiary of, or Associated Partner to the Grant Agreements signed by the European Commission funding the Co-funded European Partnership Water4All, excluding Affiliated Entities. The Consortium itself is no legal body and will not be represented as such externally.

**Contribution:** Any contribution to the Project, of any kind whatsoever, whether intellectual, human, material, financial or other.

**Coordinator:** The legal entity acting as the intermediary between the signatories of the Grant Agreement and the Granting Authority, i.e., the European Commission. The Coordinator represents the Consortium towards the Granting Authority.

**Grant Agreement:** The contract N° 101060874 signed by a transnational set of entities with the European Commission in the frame of the Horizon Europe framework programme specifically for performing the research and innovation programme presented as the Co-funded European Partnership Water4All.

**Granting Authority:** The European Commission, which is granting funds for the Co-funded European Partnership Water4All

**Member:** A legal entity Beneficiary of, or Associated Partner to the Grant Agreement signed by the European Commission funding the Co-funded European Partnership Water4All, excluding Affiliated Entities.

**National Delegate:** An entity, Member of Water4All, designated by the Members from its country to represent this country in the Governing Board. Each Committed Country is represented by one National Delegate and holds one vote.

**Observing Partner:** An entity, not Member of Water4All nor Affiliated Entity, contributing to some of the Water4All activities with its own funding, and having a formal link to the Consortium.

**Partner:** An entity participating in some way in Water4All activities, either as Member, Affiliated Entity or as Observing Partner.

**Partnership:** The Co-funded European Partnership Water4All – Water Security for the Planet, established by the Grant Agreement signed with the European Commission with this title, as the result of the application to the HORIZON-CL6-2021-CLIMATE-01 call or subsequent affiliated calls.

**Pillar:** A consistent set of activities of various types under the Water4All work plan, as described in the Grant Agreements, usually comprising several tasks, whose combined achievement contribute to the realisation of a broad objective.

**Subtask:** A consistent set of homogeneous activities under the Water4All work plan, as described in the Grant Agreement, delivering specific outputs.

**Task:** A consistent set of activities under the Water4All work plan, as described in the Grant Agreement and potentially composed of several subtasks, complementing each other to realise a precise objective.

**Vice-Chairs:** The persons elected by the Members to support the Chair in leading the Consortium.

**Work Item:** A consistent set of activities identified in Horizon Europe applications and in the Grant Agreement as an individual piece of work in the breakdown of Water4All works. Three levels of Work Items are used: Pillars, Tasks and Subtasks.

**(Work Item) Leader:** An entity, Member of Water4All, directing the performance of the Work Item. If several Members share the responsibility for directing this Work Item, the term “Co-leader” is used.

**(Work Item) Co-leader:** An entity, Member of Water4All, sharing with another Member the responsibility of directing the performance of the Work Item.

**(Work Item) Lead People:** People appointed by a Work Item Leader or Co-leader to fulfil its leadership responsibility for this Work Item.

## 1. Participation in Water4All

### Members

Water4All Members are **legal entities** entitled to participate in the Horizon Europe programme and to **sign the Grant Agreement with the European Commission (EC)**. The Members include the Beneficiaries and the Associated Partners and may come from:

- Any Member State (MS) of the European Union or any Associated Country (AC) to the European Framework Programme; the Members from these countries are then eligible to receive funding from the EC in Water4All.
- low- to middle-income countries automatically eligible for funding from Horizon Europe, as testified by the list officially published by the EC<sup>1</sup>; the Members from these countries are then eligible to receive funding from the EC in Water4All.
- Other third countries. Unless specific provisions are foreseen by the EC regulations, the Members from these countries cannot receive funding from the EC in Water4All.

The Water4All Members must be **organisations** belonging to **one** (or several) **of the following categories**:

- Research and Innovation ministry or agency (Funding Partner Organisation - FPO);
- Sectoral ministry or agency (e.g., water ministry, infrastructure ministry, environment protection agency);
- Local authorities (e.g. region/province, city);
- Professional Network at European or international scale;
- National or regional association or network (e.g., national water / waste-water association, regional cluster);
- Research Performing Organisation.

In any case, it is agreed that private commercial companies cannot be Members.

### Other collaborators

Entities who are not Members of Water4All may nevertheless collaborate with the Partnership and take part in some activities, provided they bring enough sufficient self-funding for their participation and do not compromise the performance of the activity foreseen by the Members. These entities may in particular become Observing Partners, and participate in the Observing Partners Board (see section 1.f below). Neither Observing Partners nor other entities collaborating without being signatory of, or Associated Partner to, a grant agreement have any voting right in the decision-making of the Partnership, with potential exception for the Activity Steering Committees for which a separate agreement (e.g., Memorandum of Understanding) may be developed.

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<sup>1</sup> As of 01 July 2022, the official list can be found at: [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation\\_horizon-euratom\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf)

## 2. Water4All Governance

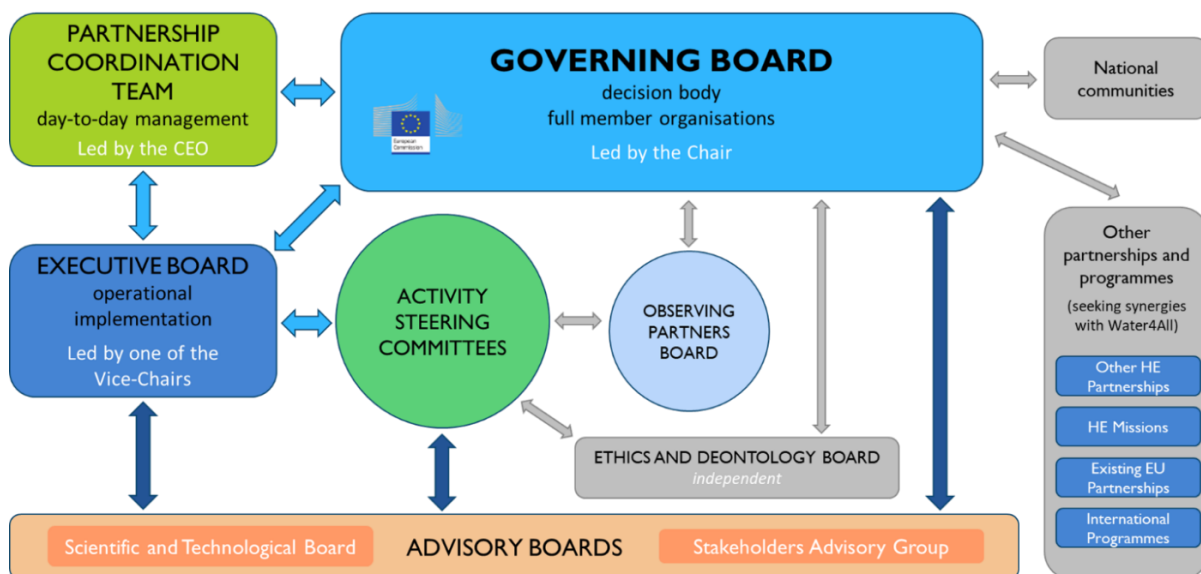


Figure 1 – Water4All Governance Structure

### a. Overview of the Governance Structure

#### Governing bodies

The Water4All Governance Structure, depicted on Figure 1, shall be composed of:

- A **Governing Board** (GB);
- An **Executive Board** (EB);
- A **Partnership Coordination Team** (PCT);
- As many **Activity Steering Committees** (ASCs) as needed;
- An **Observing Partners Board** (OPB) with a consultative role;
- **Advisory Boards** (ABs), composed of the Scientific and Technological Board (STB) and Stakeholders Advisory Group (SAG), with a consultative role;
- An **Ethics and Deontology Board** (EDB) with a consultative role.

The Governing Board (GB) is the decision-making body. It will seek advice from the Executive Board (EB), the Activity Steering Committees (ASCs), the Observing Partners Board (OPB), the Advisory Boards (ABs) and the Ethics and Deontology Board (EDB). The EB will support the GB in all aspects concerning the preparation and implementation of decisions. The ASCs will be conceived as *ad-hoc* committees. They will be set up to respond to specific needs for the implementation of Water4All activities and their scope will be restricted to the activity they are created for. The ASCs make autonomous decisions within the perimeter of their scope but cannot overrule the decisions of the GB (e.g., the use of the EC funding for an activity may be decided by the ASC as long as it remains within the envelope agreed for this activity by the GB and compliant with the financial rules decided by the GB).

The EB is the executive body of the Partnership to implement the strategy defined and issued by the GB. The Partnership Coordination Team (PCT) will organise the day-to-day management of Water4All and will implement the tasks assigned to it by the GB and the EB, reporting to both of them.

These bodies will exert their mandate with the utmost regard to transparency and fairness. Decisions will be governed by equal treatment of all Members and taking all relevant ethical considerations into account. This governance structure shall be in place as long as the Water4All Consortium exists, as the result of the existence of a contractual relationship with the EC. Modifications to this governance structure shall be approved by the GB.

## b. The Governing Board (GB)

The GB is the ultimate body responsible for the Partnership, making the decisions regarding governance, strategic orientation and operational implementation. Water4All has a single GB over the all duration of the Partnership.

The GB is composed of the Chair, the Vice-Chairs, and representatives of Water4All Members. The EC participates in the GB meetings without voting right.

### Role and Functions

The roles and functions of the GB include:

- To set up the governance of the Consortium:
  - To elect the Chair and Vice-Chairs for a period of two years;
  - To adopt the Terms of Reference (ToR) for different governance bodies and the scope covered by the ASCs;
  - To adopt the composition of the other boards;
  - To take extraordinary decisions requiring vote of all Members like inclusion of new ones or exclusion of a nonperforming Member;
  - To make any changes to the internal agreements and adopted documents such as the present Terms of Reference.
- To drive the strategy of the Partnership and its operational implementation:
  - To endorse the Strategic Research and Innovation Agenda (SRIA) covering the aspects of research, development and innovation needed to accomplish the Partnership objectives;
  - To establish the principles for budget elaboration and EC funding use;
  - To validate the Annual Implementation Plan of activities derived from the SRIA and the corresponding EC funding use;
  - To decide, where necessary, on the practical organisation of the collaboration between Members.
- To serve as a forum for collectively sharing and reporting between all Water4All Members the progress, updates and any concern relating to Water4All; more broadly, to connect to national communities.

### Representation

Every Member of the Partnership (i.e. Beneficiaries, excluding affiliated entities, and Associated Partners) will be represented at the GB for the duration of the Grant Agreement and its amendments involving the Member. Three successive phases of the Grant Agreement are expected (Grant Agreement and amendments tentative signing years with the EC: 2022, 2023, 2025), each one having a sufficient duration to cover the whole period until the end of the activities foreseen in the Grant Agreement, including the finalisation of the payment of third parties. Each Water4All Member is to be represented in the GB, as soon as it becomes a Beneficiary or Associated Partner of the Grant Agreement, and for the time it is contractually bound to the EC.

**Each Member designates one representative to the GB.** The name of the representative shall be communicated in writing to the PCT ahead of any meeting, and updated as soon as necessary. The involvement of a Member, along with its voting right in the GB, will cease at the term of the Grant Agreement signed by this entity with the EC.

### Voting rules

The voting rules are set to ensure equity among Members and among countries, recognizing the diversity in the Consortium (e.g., participation of European networks) and the possibility for positions not being aligned

in a country (participation of clusters or regions), and considering also the feasibility and easiness of the voting process. A 'mixed mode Member-country' applies, where decisions are taken by double majority provided the quorate of half of the Water4All Members and half of the Committed Countries, combining:

- a majority of **2/3 of the Members**
- and 51% of Committed Countries.

The designated representative of each Member has one vote (**one Member = one vote**).

In addition, each Committed Country designates a Member acting as National Delegate. Members from the category "Network at European or international scale" are not representing a specific country, and therefore do not take part in the designation of any country delegate. The designation of the National Delegate is an internal matter in each Committed Country; it is recorded by the PCT in a specific document and any change should be communicated in writing as soon as necessary to the Chair of the GB and the Partnership's CEO, with copy communicated to all Members from the concerned country.

The representative holding the voice of the Member who is National Delegate also holds the voice of its country. Each national delegation therefore has one vote (**one Committed Country = one vote**). The Members from the same country should agree on a single national position, the process to this end is an internal matter to these Members.

Any ballot should then be counted in two steps:

- First, all Members are requested to vote. A majority of at least two third of the voices of the represented Members are requested to consider the decision for approval.
- If the first step is successful, then in the second step, only the votes of the National Delegates are counted. 51% of the represented national delegations are requested for approval.

In order for a decision to be valid, at least 51% of the Members and 51% of the partner Committed Countries should be participating in the ballot. A decision supported by 2/3 of the Members expressing a valid vote and 51% of the National Delegates expressing a valid vote is approved. Abstentions and blanks do not count as valid votes.

The Associated Partners are excluded from voting on and vetoing the decisions related to financial changes to the consortium budget and the distribution of EC Funding among the Beneficiaries and Affiliated Entities of the GB and therefore are not counted towards any respective quorum.

The EC may attend the meetings of the Governing Board acting as non-voting participant.

Partners from the OPB may attend the meetings of the GB as non-voting participants. They cannot participate in decision-making processes, but can be invited by the Chair to participate in the discussions. The Chair may ask some or all of the Partners from the OPB to leave the meeting in case of Conflicts of Interest or for any other reason justifying to restrict the discussions to the Water4All Members and Affiliated entities.

## Chair and Vice-Chairs

The GB is led by the Chair and the Vice-Chairs. Their **roles and functions** include:

- Chairing the GB and its meetings; chairing the EB and its meetings; defining the agenda;
- Together with the CEO, being first contact points for the GB and EB to lead decision-making processes, in particular in between meetings if urgently needed;
- Together with the CEO, informing GB Members about the latest developments, preparing GB meetings (agendas, facilitation of exchanges...);
- Representing the Water4All Partnership with third parties, in particular other partnerships and the EC, to stimulate inter-cooperation and joint preparation of activities;
- Where relevant, being responsible for progressing specific key issues for the further development of the Partnership (reflecting on needs, ideas and possible implementation measures).



The sharing of the tasks between the Chair and the Vice-Chairs is discussed among themselves with the support of the PCT; it is submitted to the GB and recorded in a document dedicated to the duties of the Chair and Vice-Chairs.

This specific document called “Water4All Chair and Vice-Chairs Duties” (in short, “Duties document”) can be updated as necessary in the course of the Partnership. Any change needs to be submitted and validated by the GB. The Duties document is provided in Appendix 4.

One Chair and up to two Vice-Chairs are elected by the GB according to its ordinary voting rules. The terms of office of Chair and Vice-Chairs are a two-year period, beginning on the first day after their predecessors' term of office. The Chair and Vice-Chairs can be reappointed for one more two-year mandate; the duration of their mandate can also be adjusted if necessary to coincide with the terms of the Grant Agreement, even though the mandate is not bound to the Grant Agreement.. In case of absence of nominee at the termination of the Chair and/or Vice-Chair's term of office, the current Chair and/or Vice-Chair could remain in place for a maximum of 12 months more, at either first or second appointment, or until a replacement is found.

One of the Vice-Chairs shall automatically take the place of the Chair if the Chair cannot attend to his/her duties. The transfer of Vice-Chair to Chair will enter into force following approval by the GB.

The Chair and Vice-Chairs should be appointed from among the Water4All Members not concerned with potential application for funding under the Partnership's Joint Transnational Calls (JTCs) for research projects - i.e., Research Performing Organisations' representatives cannot candidate for one of these positions. Candidates for the Chair and Vice-Chairs of the Partnership shall be presented in writing by their institution, and submit a proposal to the GB outlining their priorities for the upcoming period together with a Curriculum Vitae. The full application should be sent to the PCT for distribution to all GB Members at least 45 days in advance of a GB meeting. Upon appointment as Chair and Vice-Chair, the nominees cease to be representing their entity and their country (when they were representing a National Delegate) in the GB; their entity should nominate another representative.

A high degree of coordination is expected between the Chair, the Vice-Chairs and the CEO.

Personnel time of Chair and Vice-Chairs may be funded from the EC support.

### Meetings

The GB shall meet at least once a year, although more meetings should be held if considered necessary. Additional meetings may be organised upon request of at least 10% of the Members of the GB, or upon request of its Chair. The Members shall be noticed of a GB meeting as soon as possible and no later than 30 calendar days preceding an ordinary meeting.

The Members of the GB may also participate in urgent meetings by telephone conference, videoconference or other means of communication. Such meetings shall be convened with at least one-week notice. Decision-making in such meetings follow the same voting rules than physical meetings.

The meetings are chaired by the GB Chair. A draft agenda for a GB meeting shall be forwarded to the Members of the GB and shall be adopted at the beginning of each meeting. The draft agenda and other meeting documents should be sent to the Members at least one week before the meeting.

The adopted resolutions shall be forwarded to the Members within 15 days after the meeting and the draft minutes – including the attendance list, a summary of the discussions, decisions and adopted resolutions – shall be forwarded to the Members within 30 days after the meeting. Comments, proposed amendments and/or objections will be forwarded to the Water4All Chair and to the PCT, and a consolidated draft will be produced. The draft minutes shall be definitively approved if, within 30 calendar days from receipt, no Member has sent an objection by written notice to the Chair and to the PCT with respect to the accuracy of the draft of the minutes.

The final minutes will be posted on a digital platform accessible to all Members.

## Decisions

Points requiring decisions shall be indicated in the agenda of the GB meeting. With the agreement of the Members present, urgent questions may be added to the agenda at any time prior to the end of the meeting. Items on the agenda may be deleted or carried over to a subsequent meeting with the approval of the Members present or represented. When a decision has been taken on a new item added to the agenda during the meeting, a Member may veto such decision during the meeting or within 15 calendar days after receipt of the draft minutes of the meeting if the Member can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by the corresponding decision or relevant part of the decision. In case of exercise of veto, the Members of the GB shall make every effort to resolve the matter which occasioned the veto.

In the absence of the quorum (half of the Water4All Members and half of the partner Committed Countries), the Chair may discuss the agenda items with the present Members, will close the meeting without making decisions and will convene another GB meeting as soon as possible or call for a vote by the electronic procedure.

**The GB shall take its decisions as far as possible by consensus.** However, in the absence of consensus, decisions shall be taken by a voting of its Members and National Delegates present or represented, upon suggestion from the Chair, according to the GB voting rules.

Any GB Member may be represented at the GB by another natural person by virtue of written proxy sent to the PCT ahead of the meeting. Nonetheless, any GB Member may only hold three proxies for other Members.

For the country vote, any National Delegate may also be represented by another natural person from a Member from the same country, by virtue of written proxy sent to the PCT ahead of the meeting. In the absence of all Members from a Committed Country, unless the National Delegate has voted by correspondence, the concerned country is not participating in the vote. No GB Member can hold the proxy for another country than its own.

Voting during meetings can be done by show of hand, by secret ballot (for sensitive matters and for any other purposes upon request of a minimum of 1/3 of the GB Members present) or by electronic means in real time.

**Vote by correspondence:** Without prejudices of the present ToR, voting can also validly be done by voting by correspondence prior to the GB meeting by giving written (manuscript or electronic) instructions to the Chair. This electronic or by correspondence vote has to cast its vote without reserves, without presenting an amendment to the proposal and without submitting its vote in favour to any condition. Every vote by correspondence validly cast two hours before the starting time of the GB meeting is taken into consideration for the calculation of the quorum of attendance. If the proposal on which a by correspondence vote had been cast is subsequently validly changed by the GB during the meeting, the said by correspondence vote is considered as null and void, but the nullity of the vote will not challenge the calculation of the attendance quorum.

**Electronic vote:** Decisions may also be taken by electronic messages exchanges or polls, if at least 2/3 of the Members and 51% of the National Delegates express in writing their support to the decision within a time frame set by the Chair and indicated in writing in an invitation to participate in the ballot.

A Member's representative in the GB shall not participate in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks. If a Member's representative considers himself/herself to be in a situation of potential conflict of interest he/she shall raise the issue with the Chair. The GB will decide whether he/she may participate in the discussion. Appendix 3 details the procedure for identifying and handling conflicts of interest.

A Member of the GB may not be a participant of the ABs, neither may a person from its staff nor his/her close collaborators be participating in the ABs at an individual level. A third party financially linked to a GB Member

for an activity integrated in the Water4All work plan (e.g., regular service provider for this activity) may not be a participant of the ABs, neither may a person from its staff nor his/her close collaborators be participating in the ABs at an individual level. A voting representative of a Member of the GB may not simultaneously be part of the PCT. A voting representative of a Member of the GB or his/her close collaborators may not simultaneously be participant in a Water4All research and innovation funded project or evaluator of proposals for the Partnership, in order to avoid any conflict of interest related to the implementation rules of the Partnership Water4All.

### **c. The Executive Board (EB)**

The EB is the executive body of the Partnership. The EB monitors the progress of the activities, the implementation of the GB decisions, and prepares recommendations for GB consideration.

The purpose of the EB is to implement the strategy defined and issued by the GB, to which the EB is subordinated. A high degree of coordination is expected between the GB and the EB.

### **Role and Functions**

The EB roles and functions include:

- Discussing details of the Partnership progress, Annual Implementation Plans and related resource utilization;
- Monitoring Key Performance Indicators (KPIs) and validating the progress reports submitted to the EC;
- Coordinating the support and swift communication within and across pillars;
- Making recommendations to settle disputes that are detrimental to the performance of the work plans;
- Preparing the proposal of the Annual Implementation Plan, according to the strategy elaborated by the GB, for validation by the GB;
- Advising the Members on the performance and modalities of activities planned in the Partnership;
- Examining the creation of Activity Steering Committees (ASC); advising them on their modalities, governance and any topic related to administrative or financial management of the call/activity upon request from these Committees (not on the technical content of the call/activity);
- Review the participants to the ABs and steer the process for their renewal;
- Contributing to the promotion of Water4All and to the dissemination of its results.

### **Representation and voting rules**

The EB is chaired by one of the Water4All Vice-Chairs. The EB will be composed of natural persons. Participants holding a vote in the EB (EB representatives) will be limited to:

- The Chair;
- The Vice-Chairs;
- A representative of the Coordinator of Water4All;
- A representative of the Leader, or a representative for each of the Co-leaders when co-leadership exists, for each of the technical Pillars of Water4All (Pillars A-E, as from the Grant Agreement established for the first period of Water4All).

In case one person is participating with several roles (e.g., (Co-)leader of distinct Pillars, or if the Coordinator is also (co-)leading a Pillar), he/she only holds one vote.

Additional natural persons are invited to the EB without voting right:

- The Partnership's CEO;
- One EC representative;
- Two additional GB Members mandated by the GB for one year upon expression of interest. To this end, the GB will designate two holders and two substitutes on an annual basis, with possibility for one renewal of the mandate;

- One representative of the Water JPI.

The Chairs of the Scientific and Technological Board (STB) and Stakeholder Advisory Group (SAG) (and/or their delegates) can be invited as observers to the EB for specific discussion, while they may have to leave some parts of the meeting in case of conflict of interest (see Appendix 3).

Any Member, in particular Task/Subtask Leaders or Co-leaders, may be invited to attend an EB meeting as an observer to address specific points of discussion, while they may have to leave some parts of the meeting in case of conflict of interest (see Appendix 3).

## Meetings

The EB will seek to meet at least every four months. The EB participants shall be noticed of an EB meeting as soon as possible and no later than 30 calendar days preceding a meeting.

The meetings are chaired by the Water4All Vice-Chair in charge of the EB, as identified in the Duties document, or, if he/she cannot attend the meeting, by the other Vice-Chair or the Water4All Chair. A draft agenda for an EB meeting shall be forwarded to the participants of the EB and shall be adopted at the beginning of each meeting. The draft agenda and other meeting documents should be sent to EB participants one week before the meeting.

The draft minutes – including the attendance list, a summary of the discussions, decisions and adopted resolutions – shall be forwarded to the EB participants within 15 days after the meeting. Comments, proposed amendments and/or objections will be forwarded to the Water4All Vice-Chair chairing the EB and to the PCT, and a consolidated draft will be produced. The draft minutes shall be definitively approved if, within 15 calendar days from receipt, no Member has sent an objection by written notice to the chairperson with respect to the accuracy of the draft of the minutes. The final minutes will be posted on a digital platform accessible to all Members.

## Decisions

For the EB meeting to be valid, **2/3 of EB Members shall constitute the quorum necessary. The EB shall adopt resolutions as far as possible by consensus.** However, in the absence of consensus, resolutions shall be taken by a voting of its Members present, upon suggestion from the meeting's chair. In that case, decisions at the EB will be made by simple majority of present. In case of a tie, the chair of the meeting has a casting vote.

A participant in the EB shall not participate in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks. If a participant in the EB considers himself/herself to be in a situation of potential conflict of interest he/she shall raise the issue with the chair of the meeting. The EB will decide whether he/she may participate in the discussion. Appendix 3 details the procedure for identifying and handling conflicts of interest.

A participant in the EB may not (at an individual level) simultaneously be a participant of the ABs, a participant in a Water4All research and innovation funded project or an evaluator of proposals for the Partnership.

### d. The Partnership Coordination Team (PCT)

The PCT organises the day-to-day management and implements the tasks assigned by the GB and the EB, reporting to both of them. The PCT is composed of the CEO and the Secretariat.

## Chief Executive Officer (CEO)

The CEO is appointed by the Coordinator, the legal entity in charge of the coordination of the Partnership.

The CEO acts as the representative of the Coordinator for all activities specifically related to the role of Coordinator (in contrast to responsibilities as a signatory of the Grant Agreement). The CEO remains under

the responsibility and under the hierarchical supervision of the Coordinator. He/she functionally reports to the GB and the EB.

The CEO, who is the functional head of the PCT, has – in line with the duties of the Chair and the Vice-Chairs – specific **responsibility for**:

- Supervising and coordinating the PCT;
- Organisation and realisation of activities (under GB control), ensuring the timely delivery of Water4All outputs;
- Liaising with the EC, in particular regarding:
  - the elaboration of the Grant Agreements;
  - the monitoring and reporting of progress and budget use;
  - the preparation of the Annual Implementation Plans;
- Proposing strategy, procedures and action plans to the EB and the GB;
- Overseeing the implementation of decisions, ensuring quality and risk management;
- Facilitating an efficient coordination between the different bodies and pillars;
- Supporting the settlement of disputes between Members;
- Representing the Partnership towards third parties, together with the Chair and Vice-Chairs;
- Communicating and disseminating information about Water4All at institutional level, as well as at conferences and relevant events;
- Assisting the Chair and Vice-Chairs, and the ABs by proposal of agendas, moderation of the exchanges;
- Managing election and renewal process of the ABs, in cooperation with the EB.

### Secretariat

The Secretariat provides technical support to the Chair, Vice-Chairs, CEO, the GB, the EB, the OPB and the ABs, taking care of the administrative implementation of the Partnership. It will be staffed by suitably qualified technical staff and supervised by the CEO.

The Secretariat may be composed with staff from several Members of Water4All, provided these staff are not affiliated to entities potentially concerned with application for funding under the Partnership's JTCs for research projects. The Secretariat staff stays under the responsibility of its employer. The Secretariat staff operationally reports to the CEO.

Its **roles and functions** include:

- Leading the contractual management of the Partnership with the development of Grant Agreements and subsequent amendments, and the negotiation of Consortium Agreement;
- Ensuring the financial management of Water4All with the collection of budget data and consolidation for the Grant Agreement and Annual Implementation Plans, and the monitoring of expenses and financial reporting to the EC;
- Supporting the Members in the preparation of applications for EC funding;
- Developing the procedures under the responsibility of the GB, the EB and the CEO;
- Managing the deliverables and milestones;
- Supervision of deadlines, quality assurance and quality control (QA/QC), and collection and submission of the deliverables to the EC;
- Implementing the monitoring of the Partnership through data collection for assessing performance vs. KPIs and issuing monitoring reports;
- Supervising scientific results and supporting their dissemination and valorisation;
- Making necessary arrangements for the proper organisation and timetable of the meetings within the Governance Structure; filing and sharing their attached documents and minutes;
- Assisting the CEO with the preparation of documents, reviews and reports;
- Ensuring the necessary logistical coordination and communication among different bodies, Pillars and Partners;

- Maintaining the IT tools for internal and external communication, and assisting Partners in their requests of updates and/or IT issues;
- Organising communication activities; ensuring and following general and regular updates of the website and internal communication channel;
- Proposing and implementing the data and rights protection policy (Ethics, General Data Protection Regulation - GDPR, and Intellectual Property Rights - IPR);
- Reporting to Water4All Members on purely administrative issues;
- Any other duties requested by the CEO, the Chair and the Vice-Chairs.

If GB members seek additional tasks from the Secretariat, they shall prepare a note, detailing the tasks to be undertaken, for discussion at the GB. The GB may approve the addition of the new tasks for the Secretariat based on content, conditional to the availability of related human and financial resources. Record is kept of the updated list of tasks.

Activities carried out by the PCT will be limited to the extent allowed by the contractual budget determined in the Grant Agreement with the EC.

### **e. The Activity Steering Committee (ASC)**

An ASC is the decision-making body responsible for the implementation of a specific activity of the Partnership (e.g., Call Steering Committee - CSC). The ASC is composed of mandated representatives of the Partners (e.g., FPOs in the CSC) participating in the *ad-hoc* activity.

The assessment of need and relevance of an ASC and its establishment are under the initiative of the activity leader, as defined in the work programme submitted to the EC. The proposal for creation of an ASC should be brought to the EB for examination.

The scope covered by an ASC is decided by the GB, on the basis of the recommendations of the activity leader and of the EB. An ASC cannot make decisions that contradict GB decisions or go beyond its scope.

Within the scope defined by the GB, an ASC can take its decisions without referring to the GB.

### **Representation and voting rules**

The ASC will have a variable composition depending on the configuration of Members participating in the activity. The ASC is chaired by the leader of the *ad-hoc* activity, i.e., a Pillar, Task or Subtask Leader or Co-leader.

The Partners concerned by an ASC will jointly develop, under the supervision of the ASC chair and with the potential advice of the EB, dedicated ToR or, where necessary, and in particular when the activity involves entities that are not Members of Water4All, a Memorandum of Understanding (MoU), according to the specific needs for this activity (e.g., JTCs, Thematic Annual Programming actions, Knowledge Hubs, Demonstration sites).

The guiding principle should be an easy implementation, as decisions will be at operational level and bind the ASC themselves first: the ASC should take its decisions by consensus of its participating Members present or, in case of disagreement, by simple voting rules (e.g., with a simple majority), where each Member participating in the ASC has one vote.

Entities that are not Members of Water4All may take part in some actions together with the Water4All Members; they may sign the specific MoU with the Members involved in an activity and participate in the ASC. Their involvement in the activity should add value to the performance of the activity (e.g., by bringing additional financial resources or connecting to additional communities), and shall not compromise the good achievement of the objectives and contractual commitments of the Water4All Consortium. The rights of these third parties in the decision-making of the ASC have to be defined in the ASC governance, keeping in mind these principles of non-endangerment of the Water4All work plan. The participation of a third party in an

activity should be agreed by the Members involved in this activity; its added value should be assessed by the (Co-)leader(s) of the Pillar hosting this activity, who might consult the EB for further guidance and assessment. If the participation of a third party in an activity is likely to impact the whole work plan of Water4All, then its final approval shall come from the GB.

## Call Steering Committee (CSC)

A CSC is established for each of the JTCs launched by Water4All. The CSC is the ultimate decision-making body of the JTC. The CSC is composed of mandated representatives of the FPOs participating in the JTC and having committed a budget for the JTC.

The CSC will have a variable composition depending on the configuration of funding bodies participating in JTC. A representative of an organisation that may apply to the call for projects may not be part of the CSC nor attend its meetings. The participants in the CSC shall prevent releasing information from the CSC that may provide an advantage in the preparation of an application, such as the detailed topics of the call, to the Water4All Members not participating in the CSC or to any other potential applicant to the call.

For each JTC, a dedicated MoU is agreed among FPOs participating in the JTC to define the rules and modalities for participation in the call. Such MoU may be signed by organisations that are not Members of Water4All, but contribute in funding to the call for projects. If so, these organisations have a seat in the CSC. However, they are not entitled to take part in decisions relating to the use of the EC funding.

The Call Secretariat chairs the CSC. The Call Secretariat is the body responsible for the coordination of the management activities of the JTC.

The participation of **2/3 of mandated representatives shall constitute the quorum** necessary for the CSC meeting to be valid. **The CSC shall take its decisions as far as possible by consensus.** However, in the absence of consensus, decisions shall be taken by a voting of its participants present, upon suggestion from the meeting chair. Each FPO participating in the JTC has one vote in the CSC, with the reservation above regarding the FPOs that are not Water4All Members. Decisions through voting at the CSC require a 3/4 majority of FPOs present.

## f. The Observing Partners Board (OPB)

The OPB is gathering a range of Partners that are not Members interested in following the development of the Partnership, and even in participating in some actions on a voluntary basis, without EC funding and related contractual commitment towards the EC. The OPB will have a flexible composition, adjusted annually by decision of the GB.

The OPB status will include:

- Partners not eligible to be Water4All Members, but interested in contributing in some activities (e.g., non-legal entities like the Water JPI or the China-Europe Water Platform; private companies).
- Eligible Partners getting involved or planning to get involved in some activities in the course of the Partnership (e.g., managers of Living Labs with which collaborations are developed). If they wish so, these Partners may take part in the elaboration of the Horizon Europe application for the following Grant Agreement(s), and become Members of the Water4All Consortium upon signature of this Grant Agreement.

Candidates to become Observing Partners should inform the Water4All Chair in writing of their intention. Validation of their integration into the OPB should be validated by the GB. Members of the OPB can cease at any time by informing the Water4All Chair in writing. The Chair will, in turn, inform all Members of these changes.

The joint activities foreseen with these Observing Partners will be described in the Annual Implementation Plans; the actions of such Partners should not be necessary to complete the activities planned in Water4All, otherwise they will be formally identified as associated partners in the Annual Implementation Plans. The commitment of these Partners to contribute to this task should be set separately.

Observing Partners can be invited to attend the ordinary meetings of the GB, however in case of confidentiality issue some items and/or voting decisions might be restricted to GB Members.

### **g. The Advisory Boards (ABs)**

The ABs give advice to Water4All GB, EB and ASCs on specific issues as requested. Two independent bodies, the Scientific and Technological Board (STB) and the Stakeholder Advisory Group (SAG) perform these tasks. Each body of the ABs shall meet at least once a year and on demand of the GB, EB, Pillar Leaders or ASCs in relation to activities foreseen.

In order to contain global costs, the ABs are shared with the Water JPI, which can consult them on specific issues according to its own needs. The GB decides on the size and membership of these bodies according to its needs; the procedures for constituting and appointing the ABs are outlined in Appendix 1 below.

The participants of the ABs work in an honorary capacity and are not employed by Water4All nor by the Water JPI to undertake their role. Participants are reimbursed for their travel expenses related to the activities. The ABs will be a link between Water4All activities, stakeholders and Research and Innovation communities.

The ABs main role is to ensure that the Water4All activities continue to be relevant to water research needs, relevant to the needs of water sector stakeholders (enterprises, policy-makers, researchers, society) and of high scientific quality.

A non-disclosure agreement shall be signed by each ABs participant in order to protect Confidential Information disclosed by any of the Parties to any participant of the ABs.

The rules governing the involvement of ABs participants in Water4All JTCs are laid down in a specific document (Appendix 2). ABs participants will be requested to engage to declare conflicts of interest as soon as necessary, according to the principles set in Appendix 3.

### **The Scientific and Technological Board (STB)**

The STB is comprised of Academic and Industrial experts conducting research, development and innovation in the fields of interest of the Co-funded European Partnership Water4All. STB Participants shall be visionary senior experts with recognised leadership in the specific relevant fields covered by Water4All. They shall come from public or private research and development institutions. The STB participants, up to a maximum number of 12, shall serve in their individual capacity, independent of national or institutional affiliation. They shall be elected from among the most pre-eminent scientists in the field. Their integrity shall be beyond doubt.

**Criteria for nomination** are:

- Expertise in at least one of the Water4All SRIA areas, which are connected to key challenges for water issues;
- Outstanding academic record (publications in peer-reviewed journals, patents / licenses) and international visibility and reputation;
- Recent and active participation at European and International levels (e.g., Research and Technological Development projects, evaluation committee); and
- Participation in science-policy initiatives.

The composition of the STB shall aim at a good balance among the appointed experts in terms of:

- Fields of expertise;
- Gender, and;
- Geographical distribution.

The composition of the STB should promote diversity for complementarity; it should reflect not only academic excellence, but also, among others, potential for innovation, links to a variety of stakeholders including the private sector, deep knowledge of the European Research Area.



STB participants shall be appointed by voting of Water4All GB for a term of 3 years, with the possibility of a second and subsequent appointment. A participant may renounce to his/her STB mandate any time; to this end, he/she shall give written notice to the Water4All Vice-Chair in charge of the relations with the ABs stating explicitly the date from which he/she resigns. The GB may also put an end to the mandate of a STB participant ahead of its term, if it judges the activity of this participant too low-profile. The GB approves a “reserve list” to support substitution decision in case of such early termination of STB participants’ mandate. The candidates for integration in the STB are identified by the GB Members in a participatory approach.

The STB Chair and STB Vice-Chair shall be elected from among its participants, for a term of 3 years, with the possibility of a second appointment.

### ***Role and Functions***

The purpose of the STB is:

- To provide input to the GB, from a scientific and technological perspective, on the main documents and activities of the Water4All Partnership;
- To support the EB in assessing and monitoring the progress and the impact of the Partnership outputs and activities;
- To provide advice for the alignment and harmonization of the research priorities and programmes of the partner Committed Countries;
- To identify priority scientific topics in synergy with those mentioned by the EC within each Work Programme or in other initiatives and by Water4All Members;
- To propose these topics to the GB for integration into the Annual Implementation Plans, closely related to the SRIA;
- To provide advice and support for evaluation procedures and any other scientific and lobbying activity.

Its **roles and functions** include:

- To inform on the scientific and technological issues requested by the GB or expressed by stakeholders from an Academic/Industrial perspective; and
- To contribute to the Water4All long-term strategy.

### ***Meetings***

The STB shall meet as deemed necessary by its participants in order to fulfil the requirements of Water4All, as requested by the GB, the EB or ASCs. Members of the GB and EB may attend the STB meetings as observers. The STB shall take its decisions by consensus of its participants present or by voting (simple majority), on proposal from the STB chair.

The STB, or some of its participants, may be required to advise the GB, EB or ASCs without the need for a formal meeting. The STB participants have to inform the STB Chair on the advice given and present it on the next formal meeting.

Preparatory work with some of the STB participants can be arranged ahead of the meetings to maximise the efficiency of the support brought by the STB.

### ***Decisions***

Each decision adopted shall be reflected on at meetings of the STB. A statement of the views may be entered in the minutes along with the decision, if a participant so requests.

A participant in the STB shall not take part in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks and must leave the room on this particular agenda point. If the STB participant considers himself/herself to be in a situation of potential conflict of interest he/she should raise the issue with the chair

of the STB, who in turn shall inform the participants of the STB. The STB shall decide on whether he/she may participate in the discussion. Appendix 3 details the procedure for identifying and handling conflicts of interest.

## **The Stakeholder Advisory Group (SAG)**

The SAG represents the water industry, users, related economic sectors (e.g., agriculture, energy production), NGOs, etc. with one representative per institution. The participants in the SAG, up to a maximum number of 12 and appointed by the Institution they are affiliated to, shall contribute to the board with the views of their respective institutions. They shall be elected among the most pre-eminent institutions and professionals in the field. Their independence and integrity shall be beyond doubt. Each represented institution shall nominate one delegate and one substitute.

**Criteria for nomination** are:

- Activity of the institution related to at least one of the Water4All SRIA areas, which are connected to key challenges for water issues;
- Mandate of the institution consistent with the role of providing independent, integer and insightful advice for R&I on water;
- European and international dimension of the institution. A SAG member cannot be representing a single country;
- Representativeness of the institution in its sector (in terms, for instance, of number of members, number of citizens reached or represented...). A SAG member cannot be representing the interest of a single commercial company, or of a very small number of commercial companies;
- Role in the transfer of R&I results to the field, to the market or in the policy arena;
- Willingness and availability to contribute to this role.

The composition of the SAG should aim at providing complementary insights from broad and diverse types of stakeholders. It should take a particular attention to the representation of, among others, citizen and territories.

Entities participating in the SAG shall be appointed by voting of the GB for a term of 3 years, with the possibility of a second and subsequent appointment. In case an entity participating in the SAG joins the Consortium for applying to one of the Water4All Grant Agreement with the EC, it ceases to be participating in the SAG as soon as it validates its involvement in the application. The GB shall then appoint a new institution. An entity may renounce to its participation in the SAG any time; to this end, it shall give written notice to the Water4All Vice-Chair in charge of the relations with the ABs stating explicitly the date from which it resigns. In case the GB judges the activity of a participant in the SAG too low profile, it may ask the entity represented by this participant to substitute him/her; in case the entity representative's involvement is not improved in a reasonable delay, the GB may decide to put an end to the participation of this entity in the SAG ahead of its term.

The SAG Chair and SAG Vice-Chair shall be elected from among its participants, for a term of 3 years, with the possibility of a second appointment.

### ***Role and Functions***

The purpose of the SAG is:

- To serve as the key means for stakeholders to interact with the Co-funded European Partnership Water4All;
- To provide input to the GB from the Research Development and Innovation user perspective;
- To define urgent research, development and innovation needs in synergy with those mentioned by the EC, within each Work Programme or in other initiatives and by Water4All Members;
- To advise on the implementation of the SRIA into the Annual Implementation Plans and on the impact of the Partnership actions for the stakeholders.

Its **roles and functions** include:

- To provide input to the GB from the stakeholders' perspectives on the main documents and activities;
- To provide and assess scientific issues from the stakeholders' perspectives;
- To contribute to the Water4All short term strategy.

### *Meetings*

The SAG shall meet as deemed necessary by its participants to fulfil the requirements of Water4All, as requested by the GB, the EB or ASCs. Members of the GB and EB may attend the SAG meetings as observers. The SAG shall take its decisions by consensus of its participants present or by voting (simple majority), on proposal from the SAG chair.

The SAG or some of its participants may be required to advise the GB, EB or ASCs without the need for a formal meeting. The SAG participants have to inform the SAG Chair on the advice given and present it on the next formal meeting.

Preparatory work with some of the SAG participants can be arranged ahead of the meetings to maximise the efficiency of the support brought by the SAG.

### *Decisions*

Each decision adopted shall be reflected on at meetings of the SAG. A statement of the views may be entered in the minutes along with the decision, if a participant so requests.

A participant in the SAG shall not participate in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks and must leave the room on this particular agenda point. If the SAG participant considers himself/herself to be in a situation of potential conflict of interest he/she should raise the issue with the chair of the SAG, who in turn informs the participants of the SAG. The SAG shall decide on whether he/she may participate in the discussion. Appendix 3 details the procedure for identifying and handling conflicts of interest.

## **h. The Ethics and Deontology Board (EDB)**

The EDB is an independent body. It gives advice to Partnership bodies (GB and ASCs) on specific issues as requested. The EDB main role is to support the Partnership in the application of the ethical and deontology principles by the Consortium and by its funded projects.

This board is in charge of:

- Reviewing the projects recommended for funding from the Joint Transnational Calls with regards to ethics issues (humans, personal data, non-EU countries, environment, health and safety, artificial intelligence), and ensuring that the Consortium has a robust ethics review procedure;
- Reporting on the ethics issues identified in the transnational projects selected;
- Advising the Consortium on the General Data Protection Regulation (GDPR) application and reviewing the privacy policy;
- Advising the Consortium in the development of its procedures for preventing conflicts of interest, and providing recommendations to handle the appeals that might be received from applicants to the JTCs for projects.

A non-disclosure agreement shall be signed by each EDB participant in order to protect Confidential Information disclosed by any of the Parties to any participant of the EDB.

### 3. Water4All Technical Management

#### a. Responsibilities from all Members

As per the Grant Agreement they have signed, all Members shall collectively contribute to a smooth and a successful implementation of the Partnership - i.e., implement their part of the action properly as detailed in the description of the action, comply with their own obligations under the Grant Agreement, support the Coordinator in its obligations, and provide promptly all information reasonably required by a Member, a Pillar (Co-)leader or a Task / Subtask (Co-)leader to carry out its activities or prepare a deliverable.

#### b. Coordinator responsibilities

The Coordinator performs the tasks described in the Grant Agreement and Consortium Agreement, in addition to its responsibilities as a signatory of the Grant Agreement. The Coordinator appoints the CEO.

As per the Grant Agreement, the Coordinator shall coordinate and manage the grant and is the central contact point for the Granting Authority. It shall in particular:

- Monitor that the action is implemented properly;
- Act as the intermediary for all communications between the consortium and the Granting Authority, and in particular:
  - request and review any documents or information required and verify their quality and completeness before passing them on to the Granting Authority;
  - submit the deliverables and reports to the Granting Authority;
  - submit the pre-financing guarantees to the Granting Authority (if any);
  - inform the Granting Authority about the payments made to the other Beneficiaries;
- Distribute the payments received from the Granting Authority to the other Beneficiaries without unjustified delay, and:
  - notify the concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references;
  - perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts;
- Negotiate and sign amendments to the Grant Agreement on behalf of the other Beneficiaries.

#### c. Technical Work Items Leaders and Co-leaders

The description of the action planned in Water4All is divided into three levels of Work Items:

- **Pillars** (also referred to as Work Packages in the description of work submitted to Horizon Europe and in the Grant Agreement), broken down into
  - **Tasks**, broken down into
    - **Subtasks**

The responsibility for leading each Work Item is assigned to at least one and up to three of the Water4All Members volunteering for this role. The Members leading a Work Item are called its Co-leaders, if they are several, or Leader if it is alone.

Among volunteer candidates:

- Pillar (Co-)leaders are proposed by the CEO, and endorsed by the GB when signing the Grant Agreement, where they are explicitly identified (“Lead beneficiary” for each Work Package). As a consequence, any change in the (Co-)leaders of a Pillar shall be validated by the GB and, if requested by the EC, subject to amending the Grant Agreement;
- Task and Subtask (Co-)leaders are proposed by the respective Pillar Leaders, with arbitration of the CEO when necessary.

A Water4All Member may lead or co-lead several Work Items. The designation of Work Items Leaders and Co-leaders shall seek a balanced sharing of responsibilities as much as possible, and be inspired by the following criteria:

- Commitment (in funding, staff time and other in-kind contributions) in the activities of the considered Work Item;
- Capacities and experience;
- Complementarity between Co-leaders;
- Global geographical coverage;
- Global gender balance.

Subtasks (Co-)leaders are acting under the guidance of the respective task (Co-)leader(s). Task (Co-)leaders are acting under the guidance of the respective pillar (Co-)leader(s). Pillar (Co-)leaders are acting under the guidance of the Coordinator. In the case of a vacancy of Leader for one Work Item, the (Co-)leader(s) of the Work Item of the upper level are entitled to make suggestions to fill this vacancy and, if necessary, take themselves the vacant role.

The Co-leaders are jointly responsible for performing their duties. They are arranging among themselves how the roles and responsibilities for leading the Work Item are split between them. In case of a dispute, they should refer to the (Co-)leader(s) of the Work Item of the upper level, for advice and, if necessary, decision for settling the dispute. Co-leaders make their best to substitute each other in periods of temporary unavailability. In case the Leader or one of the Co-leaders of a Work Item is not carrying out its responsibilities with the expected level of engagement or performance, the Partners in this Work Item may refer the case to the (Co-)leader(s) of the Work Item of the upper level, which should evaluate the situation and, if relevant, discuss with the faulting (Co-)leader. If the performance is not back to its expected level in a reasonable delay and in a sustainable way, the case should be reported to the EB through the relevant Pillar Leader or through the CEO. The EB may recommend to withdraw the leadership role to the faulting Member and/or to appoint a new Leader to substitute the faulting Member. If no amicable settlement can be found, then the 'faulting party' general process foreseen in the Consortium Agreement may be launched.

For each Work Item, its Leader or each of its Co-leaders shall designate one or several specific person(s) among its staff to bear the responsibility of this leadership role. These individuals are designated below as Work Item Lead people. Contact details for the Lead people must be shared among the Consortium, so that any request can be easily addressed to the right people. The PCT keeps updated lists of the Lead people and their contacts.

### **d. Responsibilities of Pillar Leaders and Co-leaders**

Pillar Leaders or Co-leaders are responsible for:

- Preparing and maintaining a work plan for the Pillar, collecting the contributions of the Task and Subtask Leaders;
- Transmitting annually the work plan for the following year to the PCT for consolidation of the Annual Implementation Plan to be endorsed by the GB and submitted to the EC;
- Ensuring that the Pillar fulfils its objectives, milestones and deliverables;
- Monitoring the progress of the Pillar against time and budget allocations, and its compliance with the Grant Agreements and Consortium Agreements;
- Regularly updating the PCT on the Pillar's progress and achievements;
- Ensuring the day-to-day administration of the Pillar, and setting up a stimulating frame for collaborative work conducive to delivering;
- Providing support and guidance to the Partners in the Pillar for their activities, in particular to the Task (Co-)leader(s) for the performance of their Task;
- Supporting the settlement of disputes within the Pillar;
- Alerting the Coordinator through the CEO in case of delay or difficulties in attaining the objectives of the Pillar;

- Elaborating, under the supervision of the Coordinator represented by the CEO, contingency plans to eventually respond to unexpected situations;
- Organising regular feedback with Task and Subtask Leaders and involved Partners;
- Contributing to the content of the technical periodic reports as requested by the Coordinator through the CEO or the PCT.

### **e. Responsibilities of Task and Subtask Leaders and Co-leaders**

Task and Subtask Leaders or Co-leaders are responsible for:

- Preparing and maintaining a work plan for the task / subtask, collecting the contributions from the participating Partners;
- Providing the Pillar (Co-)leader(s) with supporting information in the scope of their task/subtask for them to fulfil their duties, in particular for the elaboration of the Annual Implementation Plan or of technical periodic reports;
- Coordinating the activities of the Partners in the *ad-hoc* Task / Subtask;
- Overseeing the completion of the specific Task / Subtask, its milestones and deliverables;
- Reporting the status of the Task / Subtask to the (Co-)leader(s) of the Pillar; warning them in case of significant deviation from the work plan, delay or difficulties in performing the Task / Subtask;
- Being the main contact for Partners working in the Task / Subtask;
- Acting as liaison between the Partners working in the Task or Subtask and, respectively, the Pillar or Task (Co-)leader(s);
- Supporting the settlement of disputes within the Task / Subtask and, when necessary, reporting about them to, respectively, the Pillar or Task (Co-)leader(s).

Task Leaders or Co-leaders are also responsible for providing support and guidance to the Subtask (Co-)leaders for the performance of their Subtask. The Leaders or Co-leaders of a Task should be in close relation to the Leaders and Co-leaders of the corresponding Subtasks, and seek to optimize the efficiency of the management of the Task and Subtasks, ensuring a swift flow of information (upwards as downwards) without putting an unnecessary reporting burden on the participants.

## **4. Amendments**

As specified in Section 12 of the Consortium Agreement, the present ToR of the Governance and Management Structure for the Co-funded European Partnership Water4All may be modified by a vote of the GB with a double majority (as specified under Section 6.3.1.2 of the Consortium Agreement), recorded in writing. The process for revision is initiated by request of the GB Chair, or at the request of at least 10% of the Members. Amendments to the present ToR shall enter into force as soon as they are adopted by the GB.

Parts marked in grey are extracted from the body of the Consortium Agreement. The body of the Consortium Agreement may be amended only by signature of an amendment by all Partners.

## APPENDIX 1 – PROCEDURE FOR RENEWAL OF WATER4ALL ADVISORY BOARDS PARTICIPANTS

The two bodies composing the Advisory Boards (ABs) of Water4All – Scientific and Technological Board (STB) and Stakeholder Advisory Group (SAG) – are shared with the Water JPI. Their composition at the launch of Water4All is therefore based on the composition of the Water JPI ABs in 2021, with the aim of ensuring a continuity between the two initiatives. The following process is adopted for updating this composition.

### Appointments to SAG

The identification of the most relevant stakeholder entities is made by Water4All GB. Each of these entities nominate one representative and one substitute to participate in the SAG.

### Initial composition

The composition of the SAG at the launch of Water4All should follow a review of the participants in the Water JPI's SAG as of 2021. The GB shall review the participants in terms of:

- Eligibility to participate in the Water4All's SAG, in particular eliminating the entities that are Members in Water4All;
- Water JPI's experience of active contribution in the SAG.

Eligible entities that have proved active in the past will be proposed for renewed integration in the SAG. Additional potential members to complete the SAG will be identified from suggestions from the Water4All and Water JPI Members, with the support of the current Water JPI ABs. The final list of proposed participants shall be approved by the GB. A "reserve list" of relevant stakeholders will also be agreed by the GB, and be used in case a proposed participant refuses to join the SAG. This reserve list will also be used to replace any early termination of the mandate of a SAG participant.

Each of the proposed participants in the SAG will be proposed a 3 years-mandate.

### Renewal

The EB shall review at least annually the term of the mandate and the level of involvement of each of the SAG participants. It shall report to the GB this review and propose to the GB for decision:

- Reappointment of participants whose mandate has expired, when judged relevant from their level of involvement;
- Any early termination of mandate for low-profile participants;
- Appointment of new participants on the basis of the reserve list.

The reserve list should be updated according to the changes made in the composition of the SAG.

### Appointments to STB

In the view of the continuity with the Water JPI, it is proposed to launch Water4All keeping half of the Water JPI's STB participants for one year. Half of the STB participants are therefore renewed in 2022, the other half in 2023. In this way there would be a 1 year overlap with half of the previous STB followed by a 2-year period with the new board.

### Initial composition

For 2022, the approach outlined below is followed for constituting the STB.

- **Step 1**

The Water4All Executive Board (EB) agrees a list of disciplines that should, ideally, be represented on the STB (e.g., environmental engineering, hydrology, chemistry, biology, microbiology, public health, sociology, resource economics etc.).

- **Step 2**

The EB reviews, from the experience of the Water JPI, the actual participation and contribution of each of the participants in the Water JPI's STB, as of 2021. It reports this review to the GB and proposes the names of five of these experts to be reappointed for a 1-year mandate from November 2022. The EB reports to the GB a mapping of the proposed candidates for reappointment versus the list of disciplines established in Step 1.

- **Step 3**

All Water4All GB Members are asked to suggest names for constituting a list of best experts in each of the disciplines resulting from Step 1. National delegates at the GB are asked to compile the nominations from their country and to return a unique file per country. No contact is made with these experts at this stage. These experts may come from any country, though the concern of practical organisation of meetings should be borne in mind. In agreement with the Vice-Chair in charge of managing the ABs, the PCT may put an upper limit to the number of nominees per country, in order to keep the list of nominations manageable for detailed investigation.

- **Step 4**

A Task Force constituted of volunteers from the GB looks at the careers and publications of the nominated people. The Task Force ranks the nominees and selects the top 2 or 3 in each discipline. It also recommends which disciplines should be appointed as soon as 2022 and which may wait until 2023, considering the fields of expertise of the experts proposed for renewal in Step 2.

- **Step 5**

The recommended priority disciplines and shortlist of experts in each discipline are presented to the GB for approval.

The GB makes the final decision on the list of the experts to be invited to join the STB to complete its composition. It distinguishes between a main list, and a reserve list of experts foreseen to compensate any refusal to join the STB. The final list should then be at least twice as long as the number of positions to fill.

- **Step 6**

The proposed experts are contacted by the Partnership Coordination Team (PCT) in the order of their ranking and invited to join the STB for a period of 3 years. If the expert refuses, then the Vice-Chair in charge of the ABs is consulted to contact an alternate from the reserve list as foreseen in Step 5. The choice of the alternate should consider the balance in the composition of the STB (notably in terms of expertise, gender, country of origin), therefore the alternate might not be the first name on the reserve list. The PCT follows the main list and the indications of the Vice-Chair regarding the reserve list until the composition of the STB is completed.

In case of multiple refusal from the experts in the ranking list, preventing the completion of the STB up to its maximum number of participants, the PCT shall report to the GB, which shall decide on the action to be taken, either contacting new experts from an enlarged ranking list, or keeping the staff of the STB temporarily below its maximum number of participants.

## **Renewal**

The EB shall review at least annually the term of the mandate and the level of involvement of each of the STB participants. It shall report to the GB this review and propose to the GB any early termination of mandate for low-profile participants.

The following process should be performed each time a renewal of part of the STB participants is needed:

- At the end of a participant's mandate;
- After resignation of a participant or early termination of a participant's mandate by the GB.

- **Step 1**

The EB reviews and updates, as necessary, the list of disciplines that should, ideally, be represented on the STB.



- *Step 2*

The EB examines the possibility and relevance of reappointing the participants whose mandate has ended. It proposes to the GB any such reappointment. It reports to the GB the number of positions to be filled in the STB, as well as the mapping of the STB remaining participants versus the list of disciplines.

- *Step 3*

All Water4All GB Members are asked to propose names for constituting a list of best experts in each of the disciplines resulting from Step 1. National delegates at the GB are asked to compile the nominations from their country and to return a unique file per country. No contact is made with these experts at this stage. These experts may come from any country, though the concern of practical organisation of meetings should be borne in mind. In agreement with the Vice-Chair in charge of managing the ABs, the PCT may put an upper limit to the number of nominees per country, in order to keep the list of nominations manageable for detailed investigation.

- *Step 4*

A Task Force constituted of volunteers from the GB looks at the careers and publications of the nominated people. The Task Force ranks the nominees and selects the top 2 or 3 in each discipline. It also recommends the disciplines to be covered in the renewal, considering the fields of expertise of the remaining STB participants, mapped in Step 2.

- *Step 5*

The recommended priority disciplines and shortlist of experts in each discipline are presented to the GB for approval.

The GB makes the final decision on the list of the experts to be invited to join the STB to complete its composition. It distinguishes between a main list and a reserve list of experts foreseen to compensate any refusal to join the STB. The final list should then be at least twice as long as the number of positions to fill.

- *Step 6*

The proposed experts are contacted by the PCT in the order of their ranking and invited to join the STB for a period of 3 years. If the expert refuses, then the Vice-Chair in charge of the ABs is consulted to contact an alternate from the reserve list as foreseen in Step 5. The choice of the alternate should consider the balance in the composition of the STB (in terms of expertise, gender, country of origin), therefore the alternate might not be the first name on the reserve list. The PCT follows the main list until the composition of the STB is completed.

In case of multiple refusal from the experts in the ranking list, preventing the completion of the STB up to its maximum number of participants, the PCT shall report to the GB, which shall decide on the action to be taken, either contacting new experts from an enlarged ranking list, or keeping the staff of the STB temporarily below its maximum number of participants.

For the renewal carried out in **2023**, in order to minimize the workload and cost, if no additional names are suggested, the Steps 1 to 4 may directly use the outputs of the process performed in 2022 for the initial composition.

## APPENDIX 2 – PARTICIPATION OF ADVISORY BOARD PARTICIPANTS IN A WATER4ALL JOINT TRANSNATIONAL CALL

The Governing Board, Executive Board and Activity Steering Committees of the co-funded European partnership Water4All - Water Security for the Planet are assisted in their work by two groups of advisors; a Scientific and Technological Board (STB) and a Stakeholders Advisory Group (SAG). The former is composed of pre-eminent scientists from any part of the world who are international expert in some aspects of water quantity or quality and who contribute scientific advice to Water4All activities. The latter is made up of nominees from water industry, water users, non-governmental organisations and local or national authorities and they provide a user’s perspective of the work of the partnership. Representatives in both groups are appointed for a term of three years and are expected to contribute a maximum of two weeks per year to the work of the partnership. Their role is clearly defined in the Terms of Reference of the co-funded European Partnership Water4All.

In order to avoid any possible conflict of interest between the Joint Transnational Call (JTC) for research projects organised by the Partnership Water4All and the participants of the Advisory Boards, the table below lists each step in the process of a JTC and indicates whether or not a participant in the Advisory Boards can contribute to each step. The aim is to get as much advice as possible from these experts without compromising their own or their institution’s opportunity to participate in the research.

Participants of the Advisory Boards can apply to a JTC launched by the partnership Water4All as participant in a project proposal for funding, but not as project coordinator/leader. If so, the direct involvement of the Advisory Board participant in proposals in JTCs launched by Water4All will further limit their potential role as advisors to the Partnership’s activities related to the JTCs.

Therefore, the involvement of Advisory Boards participants in Water4All JTCs and activities will be fully tracked and monitored.

Step	Description	STB input	SAG input
1	Initial idea for research call	Yes	Yes
2	Developing a short description of the call (general description - call topic level) and scope of the call (down to the subtopics)	Yes <sup>(1)</sup>	Yes <sup>(4)</sup>
3	Preparing the Call documentation	No	No
4	Elaboration of Call announcement	No	No
5	Call publicity	Yes	Yes
6	Suggest name of potential Evaluators to form the initial pool of reviewers	Yes <sup>(2)</sup>	Yes <sup>(5)</sup>
7	Evaluation of pre-proposals (step 1) and full proposals (step 2) and ranking of applications	Yes <sup>(2)</sup>	Yes <sup>(5)</sup>
8	Selection of projects to be funded	No	No
9	Mid-term and final evaluation of funded projects	Yes <sup>(3)</sup>	Yes <sup>(6)</sup>
10	Impact assessment of the Call and its projects	Yes <sup>(3)</sup>	Yes <sup>(6)</sup>

**Notes**

- (1) STB participants can contribute provided they agree in writing that they will personally not be applying for funding.
- (2) As long as they are not personally participating in an application to the call.
- (3) As long as they are not personally involved in one of the funded projects.
- (4) SAG participants can contribute provided they agree in writing that neither they personally, nor the entity they are representing in the SAG will be applying for funding.
- (5) As long as neither they personally nor the entity they are representing in the SAG is participating in an application to the call.
- (6) As long as neither they personally nor the entity they are representing in the SAG is involved in one of the funded projects.

Advisory Boards participants will be requested to sign a confidentiality agreement and to engage to declare conflicts of interest as soon as necessary, according to the principles set in Appendix 3 of Water4All Terms of Reference.

End.

## APPENDIX 3 – CONFLICTS OF INTEREST

### Description of conflicts of interest

Participants in the Water4All Governance bodies, as well as the external evaluators for the calls for proposals, are required to declare any actual or potential conflicts of interest towards the decisions taken by the body they are participating in. A conflict of interest may arise if the decision on the matter concerned (e.g., approval or rejection of a proposal to a call for projects; allocation of EU funding from the Water4All budget to a specific activity) may in any way benefit or harm:

- The person, its personal or financial interests;
- A close relative to the person:
  - o Spouse (also de facto), child, grandchild, sibling, parent, grandparent or a person otherwise especially close to the person (e.g. fiancé/e or a close friend), as well as their spouses (also de facto);
  - o Sibling of the person's parent or his/her spouse (also de facto), a child of the person's sibling, the person's previous spouse (also de facto);
  - o Child, grandchild, sibling, parent or grandparent of the person's spouse as well as their spouses (also de facto), a child of a sibling of the person's spouse;
  - o Half-relative comparable to the above-mentioned people;
- The person's employer (or other equivalent affiliation link), or previous employer during the past five years;
- An institution for which the person had an activity in an advisory body in the past five years, e.g., scientific advisory boards;
- Someone who has had close collaboration with the person, in particular, but not limited to, someone who:
  - o co-authored/published articles with the person in the past three years;
  - o implemented joint projects in the past three years, or is involved in the joint publication or exploitation of the results;
  - o has been involved in the same group as the person in the past three years;
  - o has been a superior, subordinate or instructor of the person in the past three years;
  - o was linked to the person through ongoing or recently concluded professional appointment proceedings;
- Someone with whom the person has had direct scientific competition with personal projects or plans;
- A person or entity with whom/which the person has financial connections.

Disqualification will also be inevitable if the person's impartiality may otherwise be endangered, or if he/she feels that he/she has a conflict of interest.

### Rules for the prevention of conflict of interest

Situations of conflict of interest must be declared to the Chair of the concerned governance body, as soon as the concerned person becomes aware of it. If a person has a doubt about a potential conflict of interest, he/she shall consult the Chair, who shall decide how to behave.

Two types of conflicts of interest are distinguished.

## 1. Regular potential conflicts of interest

This is a situation where a person acknowledges a link to another party, which might, at some point in the course of the partnership, be affected by a decision regarding the partnership. The person declares this link a priori, as general information, so that, if a decision happens to involve the linked party, the person automatically withdraws from the discussion.

A few examples of such situations are:

- A person seconded to a Water4All member by another party,
- A person who was, in a recent past, employed by a potential applicant to a call for projects,
- A person who is active in the advisory board of an institution,
- A person whose spouse is a researcher in the field covered by Water4All,
- A person who is holding a significant share of the capital of a company that might apply for funding from Water4All.

**People holding a management position in the governance of Water4All are requested to declare such regular potential conflicts of interest at the time of their appointment, and to revise them as necessary in the course of their mandate in Water4All.** They declare them in good faith, to the best of their knowledge and awareness at the time of the declaration. People affected by this requirement include in particular:

- The Chair of the Governing Board,
- The Vice-Chairs of the Governing Board,
- The Chief Executive Officer of Water4All,
- The Leaders and Co-leaders of the Pillars,
- The Chair of an Activity Steering Committee, in particular the Chair of a Call Steering Committee,
- The Chair and Vice-Chair of the Scientific and Technological Board,
- The Chair and Vice-Chair of the Stakeholders Advisory Group,
- The PCT.

The Chair of a governance body may ask any member of this body to fulfil this requirement.

The Partnership Coordination Team develops and maintains a template for declaring such regular conflicts of interest.

When a situation happens where a decision to be taken by the governance body involves a party identified in the declarations as linked to a member of this body, then this person or the Chair of the body must raise the issue. The body shall decide whether this person can or cannot participate in the discussion or in the vote regarding this decision. The Chair of the body may ask the person to temporarily leave the room (or, for a remote meeting, the call conference) while the topic subject to the conflict of interest is discussed. If the person affected by the potential conflict of interest is the Chair, he/she must voluntarily withdraw from the discussion, unless the body judges otherwise: the Vice-Chair, or another member of the body, shall take over the lead of the discussion as long as it concerns the topic subject to the potential conflict of interest.

## 2. Situational conflicts of interest

This is a case where any person playing a role in a decision of a Water4All body identifies, in the course of his/her normal duties, a specific situation where he/she could have a conflict of interest. The person declares the problematic link at the time when the situation arises.

The most frequent example of such situation is about the evaluation of pre-proposals and full-proposals submitted to Joint Transnational Calls for research and innovation projects: a person involved in the evaluation must signal when a proposal involves an applicant linked to him/her, and refrain from participating in any way to the review or to the evaluation of this proposal. Other examples of such situational conflicts of interest are:

- When an entity is applying to become a new member of the partnership, if a member of the GB was recently employed by this entity,
- When nominating the members of the Advisory Boards, if a member of the GB has had recent close collaboration with an expert proposed for the STB.

The situational conflicts of interest affect a broader range of people than the regular conflicts of interest, and cover a wider set of situations.

**The representatives of Water4All members undertake to declare any potential conflict of interest as soon as a relevant situation arises.**

**External people that are involved in the decisions of the consortium have to sign a declaration confirming that they will comply with these principles.** People affected by this requirement include in particular:

- Evaluation Panel members,
- Remote Evaluators,
- Advisory Boards members,
- The funded projects' follow-up group members.

The Partnership Coordination Team develops and maintains a template for the commitment to declare situational conflicts of interest.

When a situation of conflict of interest arises, the person must declare it to the Chair of the concerned governance body. The body shall decide whether this person can or cannot participate in the discussion or in a vote regarding the topic subject to the potential conflict of interest. During a meeting, the Chair of the body may ask the person to temporarily leave the room (or, for a remote meeting, the call conference) while the topic subject to the conflict of interest is discussed. If the person affected by the conflict of interest is the Chair, he/she must voluntarily withdraw from the discussion, unless the body judges otherwise: the Vice-Chair, or another member of the body, shall take over the lead of the discussion as long as it concerns the topic subject to the conflict of interest.

**Regarding the specific case of the review and evaluation of proposals** submitted to the Water4All Joint Transnational Call for research and innovation projects, the Evaluation Panel members and Remote Evaluators need to declare, for each proposal submitted to their evaluation, whether they have a conflict of interest with the concerned proposal. If they have, they will be disqualified from evaluating this proposal. Another proposal might be submitted to them in substitution. At the stage of meetings for discussing the evaluation, a person having a possible conflict of interest for a proposal must leave the room during the discussion of this proposal. Applicants included in a proposal submitted to a call for projects (including all the team members) may not serve as Evaluation Panel members or Remote Evaluators for this call.

**Regarding the specific case of the mid-term and final evaluation of Research and Innovation funded projects,** members of the follow-up group need to declare, for each project submitted to their evaluation, whether they have a conflict of interest with the concerned project. If they have, they will be disqualified from evaluating this project. Another project might be submitted to them in substitution. At the stage of meetings for discussing the evaluation, a person having a possible conflict of interest for a project must leave the room during the discussion of this project. Applicants included in a proposal submitted to a call for projects (including all the team members) may not serve as follow-up group member to the projects funded for this call. An exception might apply for a participant in the Advisory Boards, provided this participant is not involved in one of the funded projects (see Appendix 2), if the Call Steering Committee considers the presence of the concerned participant beneficial to the follow-up of the call.

The potential involvement of Water4All Advisory Boards participants in Water4All Joint Transnational Calls, with respect to conflicts of interest, is detailed in Appendix 2 of the Terms of Reference.

## APPENDIX 4 – WATER4ALL CHAIR AND VICE-CHAIRS DUTIES

### 1. Purpose of the document

The present document elaborates on the Terms of Reference of the Water4All partnership to:

- detail the duties of the Chair and Vice-Chairs of the Water4All consortium,
- describe the distribution of these duties among the elected Chairpersons.

This document complements the Water4All Consortium Agreement; it shall be endorsed by the Water4All Governing Board (GB) and revised as often as necessary. It is kept separate from the Consortium Agreement to provide for easier updates.

### 2. Description of the duties of the Chair and the Vice-Chairs

#### A. Specific duties of the Chair

The Chair of the Water4All consortium shall be specifically responsible for the following cross-cutting activities:

- **GB coordination:** Coordinating and managing the GB, which is the decision-making body of the Partnership; chairing the GB meetings, defining their agenda and preparing the meetings; together with the Chief Executive Officer (CEO), being first contact points for the GB to lead decision-making processes, in particular in between meetings if urgently needed,
- **Strategic direction:** Working on the strategic direction of the partnership with, when needed, the support of the Advisory Boards (ABs),
- **Consortium governance:** Proposing to the GB modifications of the Terms of Reference of the Partnership for different governance aspects (e.g., change of partners, broadening, review of the internal procedures).

One of the Vice-Chairs shall take the place when the Chair cannot attend to his/her duties.

#### B. Specific duties of the Vice-Chair(s)

One of the Vice-Chairs of the Water4All consortium shall be specifically responsible for the following cross-cutting activities:

- **EB coordination:** Coordinating and managing the Executive Board (EB), which is the executive body of the Partnership and supports the GB in all aspects concerning the preparation and implementation of decisions; chairing the EB meetings, defining their agenda and preparing the meetings; together with the CEO, being first contact point for the EB to lead decision-making processes, in particular in between meetings if urgently needed,
- **Monitoring:** Working on the monitoring of the progress of the activities, the implementation of the GB decisions, and preparation of recommendations for GB consideration,
- **ABs management:** Steering the process for composition of the ABs, managing the interactions with the ABs,
- **Ethics and deontology:** Supervising the processes and measures for preventing conflicts of interest; Steering the development and application of the redress procedure for the calls for projects, handling the appeals received; managing the process for constitution of the Ethics & Deontology Board (EDB) and relations with the EDB.

The Chair or the other Vice-Chair shall take the place of a Vice-Chair who cannot attend to his/her duties.

#### C. Duties of either the Chair or one of the Vice-Chairs

The Chair and the Vice-Chairs have together the responsibility for the following activities. They shall organize themselves for the distribution of these activities, which may be either shared (potentially according to the technical breakdown of Water4All's activities) or assigned in priority to one of them. In the latter case, the

other chairpersons are taking the place of the main responsible when he/she cannot attend to his/her duty. By endorsing the subsequent revisions of the present document, the GB validates the proposed distribution of duties:

- **External representation:** Representing the partnership with third parties to stimulate inter-cooperation and joint preparation of activities, in particular with:
  - the European Commission,
  - the Partnership Knowledge Hub,
  - other Partnerships,
  - the EC Missions.
- **Internal coordination:** Together with the CEO, informing partners about the latest developments; participating in the GB and in the EB meetings,
- **Supporting operational implementation:** Providing support to the Pillar leaders for the development of the activity in their Pillar, for the efficient involvement of all partners and the efficient collaboration across Pillars; Providing support to the Activity Steering Committees (ASC) in the development of their own Terms of Reference, composition and decision-making rules,
- **Specific development:** Where relevant, progressing specific key issues for the further development of the Partnership (reflecting on needs, ideas and possible implementation measures).

### 3. Distribution of the duties

#### A. Mandate starting with the launch of Water4All

The Chair elected on the 15<sup>th</sup> March 2022 is Mr. Bjørn Kaare Jensen (DK).

The Vice-Chairs elected on the 15<sup>th</sup> March 2022 are Dr. Miguel Angel Gilarranz (ES) and Prof. Maciej Zalewski (PL).

The GB agreed on the 14<sup>th</sup> October 2022 on the distribution of the duties between them and as described in Table below, broken down per technical Pillar where relevant, and in the additional free text below the table.



## Terms of Reference

*Table of distribution of the duties for the mandate starting with the launch of Water4All*

	Duty	Pillar A	Pillar B	Pillar C	Pillar D	Pillar E
1.	GB coordination	Chair – Mr. Jensen				
2.	Strategic direction	Chair – Mr. Jensen				
3.	Consortium governance	Chair – Mr. Jensen				
4.	EB coordination	Vice-Chair - Dr. Gilarranz				
5.	Monitoring	Vice-Chair - Prof. Zalewski				
6.	ABs management	Vice-Chair - Dr. Gilarranz				
7.	Ethics and deontology	Vice-Chair - Dr. Gilarranz				
8.	External representation*	Mr. Jensen, Dr. Gilarranz, Prof. Zalewski				
9.	Internal coordination	Mr. Jensen, Dr. Gilarranz, Prof. Zalewski				
10.	Supporting operational implementation	Mr. Jensen	Dr. Gilarranz	Depending on the topical content of the activities	Prof. Zalewski	Prof. Zalewski
11.	Specific development	Depending on the specific action expected				

**\* External representation:**

The Chairmen agree to share the tasks related to external representation. For major stakeholders ('key accounts'), one of them is identified as main contact person (together with the Water4All CEO), so that the Water4All partners know who to refer to in priority when they have to make contact to these stakeholders, and these stakeholders use this contact person as gateway to the Water4All consortium.

Key account	Main contact person
EC services	Mr. Jensen
Partnership Knowledge Hub	Mr. Jensen
UN organisations (e.g., UNESCO IHP, FAO, WMO...)	Prof. Zalewski
Biodiversity partnership	Prof. Zalewski
Oceans and waters mission	Dr. Gilarranz
Soil mission	Mr. Jensen
Adaptation to climate change Mission	Dr. Gilarranz
Nature-Based Solutions, Ecohydrology, Living Labs	Prof. Zalewski
Water associations (EWA, IWA, IAH, WWC)	Mr. Jensen
IAHR	Prof. Zalewski
...	

**Additional description and comments on the sharing of tasks:** none.