

2019

Annual report



International Raw Materials Observatory

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1 Introduction

The International Raw Materials Observatory was officially established as an international non-profit organisation, based in Brussels, in September 2017. The Observatory is the primary outcome of the H2020 funded project INTRAW, that ran for three years, between February 2016 and February 2018. Aside from the creation of the Observatory, the project also mapped and developed new cooperation opportunities for the EU related to five raw materials producing¹ countries: Australia, Canada, Japan, South Africa and the United States.

This report synthesises the activities developed by the Observatory in the second year of the organisation. These activities were framed by a Strategic Plan and a Business Plan, produced in 2017. The Business Plan established a three years horizon to create a fully operational organisation, capable of advancing international cooperation, support informed policymaking and enhancing the governance of mineral raw materials.

In 2018 the organisational structure was established, and the communication infrastructure, including content curation and social media platforms, was created. In 2019, the Observatory consolidated its capacity to produce outreach materials and launched the World Barometer, a digest of news from business, technology, science, environment and politics (from reliable sources), that can have an impact in the mineral raw materials' value chain, available to everyone for free on the internet. Collaboration with the United Nations Economic Commission to Europe, the EIT RawMaterials, the World Resources Forum and the United States Geological Survey (USGS) also started in 2019, augmenting the public visibility of the International Raw Materials Observatory.



Credits: Ton Schoonderbeek, EAGE / EEG

¹ From both primary and secondary sources.

2 The International Raw Materials Observatory in brief

The International Raw Materials Observatory is an international not-for-profit international association, established on 25 September 2017. The Observatory was created to support international cooperation on mineral raw materials' research & innovation, education & outreach, industry & trade and recycling, management & substitution of strategic raw materials.

Mineral raw materials are the focus area of the International Raw Materials Observatory. The Observatory collects data on politics, business, technology, science and social trends that can have an impact on the mineral raw materials value chain, and it disseminates contextualised information relevant to a wide range of organisations. The vision of the International Raw Materials Observatory is to be the organisation of reference in the world on the diffusion of best practices along the mineral raw materials value chain.

The Observatory is positioned as a «not for profit independent, honest broker, providing authoritative specialised support on raw materials cooperation, diplomacy and foresight». Mineral raw materials are crucial for the sustained functioning of modern economies, and the Observatory contributes to securing reliable and unhindered access to mineral raw materials because it promotes international cooperation, enhances synergies between industry, researchers and policymakers, and helps to reduce fragmentation of research and innovation efforts and funds globally.

The Observatory is open to all stakeholders having an interest in mineral raw materials policies and international cooperation. To ensure its independence, the Observatory relies upon its members' contributions, and it is developing an offer of services to members and the business market.



The annual membership fees (defined when the Observatory was launched) depend on the size and turnover of organisations and varies between 3.000€ and 12.000€.

Table 1 – Annual membership fees of the Observatory.

Size of the organisation	Membership fee
Micro and small organisations: with 10-49 persons employed and turnover \leq €10 million or balance sheet total \leq €10 million	3.000€
Medium-sized organisations: with 50-249 persons employed and turnover \leq €50 million or balance sheet total \leq €43 million	6.000€
Large organisations: with 250 or more persons employed or turnover $>$ €50 million or balance sheet total $>$ €43 million	12.000€

The services being developed include:

- Match-making/brokerage events for the raw materials value chain, linking representatives of international intergovernmental organisations, industry stakeholders, research funding organisations and researchers;
- Foresight reports on trends that shape possible opportunities and threats to mineral raw materials provision;
- Consultancy support, including training for policy leaders in the public and private sector who work towards better management and governance of mineral raw materials.

3 Governance: General Assembly, Advisory Board, Board of Directors and meetings

3.1 General Assembly

The association consists of two categories of members, full members and observer members. Full members are organisations whose activities are linked to access to or use of raw materials such as governments, international organisations, companies or public institutions, non-governmental organisations, non-profit organisations, private companies, associations, platforms, cooperatives, research and educational establishments. Observer members are individuals or organisations which contribute (or have contributed) to foster dialogues and international cooperation in the field of mineral raw materials. Observer members do not have voting rights.

The General Assembly is the governing body of the Observatory, and it comprises appointed delegates for each of the full members and the officers constituting the Observatory Board. Each full member has one vote in the General Assembly. In 2019 the Board of Directors developed the bylaws that will regulate the inner activity of the Observatory (Appendix 1), complementing the existing statutes (Appendix 2). The bylaws will be submitted for approval on the General Assembly 2020 meeting.

The full members of the Observatory are Ambigroup SA, the American Geosciences Institute, the American Institute of Professional Geologists, the Associação Portuguesa dos Industriais de Mármore, Granitos e Ramos Afins (ASSIMAGRA), the Australian Academy of Technological Sciences and Engineering (ATSE), the European Federation of Geologists, Fraunhofer IAO, Fundação para a Ciência e a Tecnologia (FCT), Geološki zavod Slovenije, La Palma Research Centre for Future Studies SL, MinPol GmbH, the Pan European Reserves and Resources Reporting Committee, Resources Computing International Ltd. and the University of Exeter (Camborne School of Mines).

3.2 Advisory Board

The Advisory Board was established to accommodate representatives of international intergovernmental organisations who support the mission of the Observatory. The organisations formally invited to nominate representatives to the Advisory Board of the Observatory were the United Nations Economic Commission to Europe (UNECE), the Organisation for Economic Cooperation and Development (OECD), the World Trade Organisation (WTO), the African Union Commission (AUC), the European Commission (EC) and the World Bank (WB).

The UNECE, OECD and the WTO accepted the invitation and formalised the nomination of their representatives. The Secretary-General is following up pending replies, intending to organise the first meeting of the Advisory Board in 2020.

3.3 Board



Mr Stephen Henley
President of the Board



Mrs Eva Hartai
Vice President



Mr Eberhard Falck
Vice President

Mr Henley has over 50 years public and private sector experience in geological computer applications. In 1981 he co-founded Datamine (market-leading geological modelling and mine planning software). In 1993 he established Resources Computing International Ltd, a specialist consultancy which has also carried out contract research with CSIRO in Australia, and many EU research projects. Mr Henley is a trustee of PERC (Pan-European Resources & Reserves Reporting Committee) taking a leading role in linking with Russian and UNFC standards. He has served as external examiner for MSc and PhD degrees at Leeds and Newcastle universities. Mr Henley studied geology at Nottingham University, completing a PhD there in 1970; he is a Chartered Engineer and Fellow of the Institute of Materials Minerals and Mining, and of the Geological Society of London (a recipient of the GSL Aberconway Medal), and a Charter Member of the International Association for Mathematical Geosciences.

Ms Hartai has more than 40 years of experience in teaching at the Institute of Mineralogy and Geology, University of Miskolc, Hungary. She has led courses related to basic geology, environmental geology, geochemistry and mineral resources. Her research area is ore geology, focusing on epithermal gold deposits. She has been a EurGeol title holder since 2009. Ms Hartai is also the coordinator of the European Federation of Geologists' Panel of Experts of Education, and the editor-in-chief of the European Geologist journal. She has taken part in several EU-funded and national projects, in most of them as the coordinator. Currently she is the coordinator of the H2020 project 'Combined Heat, Power and Metal extraction from ultra-deep ore bodies (CHPM2030)'. Ms Hartai got an MSc degree in geology from Eötvös Loránd University, Budapest, Hungary and a PhD in ore geology from the Technical University Kosice, Slovakia.

Mr Falck has over 30 years of experience in the public, private, academic and international sector, with appointments at the British Geological Survey (BGS), the International Atomic Energy Agency (IAEA), the OECD-Nuclear Energy Agency (OECD-NEA), the European Commission's Joint Research Centre (JRC), the Université de Versailles St. Quentin-en-Yvelines (UVSQ), and the Ecole des Mines Nantes, as well large consulting companies in the UK and Italy. His main areas of work are the management of (uranium) mining legacies, socio-economic and environmental impact assessment for mining, and mineral raw materials policy support. In recent years Mr Falck worked as a self-employed consultant, advising the European Commission and the European Parliament as well as managing a variety of FP7 and H2020 project in the field of mineral raw materials. He holds a diploma in applied geology from the University of Kiel and a PhD in geochemistry from the Technical University of Darmstadt.



Mr Marco Komac
Treasurer



Mr Christopher Keane
Board member



Mrs Adrienn Cseko
Board member



Mr Nelson Cristo
Board member

Being an independent consultant involved in several EU and WB projects, Mr Komac is also President of the European Federation of Geologists. He has 13 years of experience in executive positions, including 8 years as a director of the Geological Survey of Slovenia (GeoZS), 3 years as the managing director of the OneGeology Consortium, and 2 years as a leader of the Geological Information Centre at the GeoZS. His background are geohazards, especially landslides, and GIS. In addition, Mr Komac was a PI in 5 research projects, a mentor to three PhD students, and a team leader in 6 international projects. He has lectured at several universities and is currently lecturing the course on GIS at the University of Nova Gorica (Slovenia). Mr Komac is an author and co-author of +500 bibliographic units. Between 2010 and 2012 he was the President of EuroGeoSurveys and between 2012 and 2016, a Vice-President of the IUGS. Mr Komac holds a BSc, MSc and a PhD in Geology from the University of Ljubljana. He is registered as a EuroGeologist.

Mr Keane is currently Director of Geoscience Profession and Higher Education at the American Geosciences Institute in Alexandria, VA, USA, where he focuses on a range of issues that impact the health of the global geoscience enterprise, including geoscience data interconnectivity and preservation, human capital development in the geosciences, and the nexus of technology impact on the nature of work in the geosciences. He has over twenty years of experience working in the pan-geoscience space, covering mining, energy, environmental, academia, and government issues in geoscience data and human capital. He is an active board member on the GeoscienceWorld publishing aggregate, and was formerly Treasurer of the Commission on Professionals in Science and Technology, and on the U.S. Commission to UNESCO. Mr Keane also previously worked in the industrial minerals section of the U.S. Bureau of Mines in commodity analysis. He holds a BS in Geology, and a PhD in Marine, Estuarine, and Environmental Sciences from the University of Maryland.

Ms Cseko is a geographer (MSc) with 10 years of experience in European project management, dissemination and organisation of scientific events under FP7 and Horizon 2020. Currently she is the Managing Director of La Palma Research Centre - LPRC, a geoscience think-tank based in Spain. Her main research interest lies in science communication and public outreach. She successfully coordinated three Researchers' Night projects (Volcanoes' Night I-II-III.) and personally organised three events in La Palma, Canary Islands. At the moment Ms Cseko is the coordinator of MACARONIGHT - Researchers' NIGHT of Macaronesia (GA 818641, <https://macaronight.eu>) and leading the communication activities of AGEO - Platform for Geohazard Risk Management (<https://ageoatlantic.eu/>), an INTERREG ATLANTIC area project.

Senior Water Resources Engineer, active since more than 20 years in the mineral resources sector, mostly in the field of natural stones, Mr Cristo is Director for international relations at ASSIMAGRA - Mineral Resources of Portugal since 2017. Mr Cristo has held the position of General Manager of CEVALOR - Portuguese Natural Stone Technological Center and Executive Director of ESTER/ETP - Natural Stone Technological School between 2012 and 2016. Between 2012 and 2013 he was a member of the Board of RECET - Network of Technological Centers of Portugal. From 1999 to 2012, he was first a technician and then the coordinator of the human resources valuation area of CEVALOR, accumulating CEVALOR's infrastructure for information and communication systems, network management and security. Always actively involved in the coordination of the Center's national and international projects, he put special emphasis on projects relating to educational activities, valorisation of human resources, and R&D.

3.4 Meetings

The Board held ten meetings in 2019. To save time and resources all these meetings were online, using the GoToMeeting platform generously provided by the European Federation of Geologists. The primary considerations and actions carried out at the meetings of the Board are summarised on the next page.

The Board meetings were typically held on the second Monday of the month, unless agreed otherwise. The meeting agenda and documents were distributed beforehand to the Board members by the Secretary-General. The Secretary-General participated in the Board meetings and prepared the meeting minutes.

At each scheduled meeting, the following standing matters were considered:

- Consideration of any conflicts of interest;
- Review of actions from previous meetings;
- Reports/updates from the Secretary-General.

Copies of the minutes/memorandums of Board meetings will be provided to members by the Secretary-General upon request.



Credits: Edine Bakker.

Ninth Board online meeting (January 2019)

- Activities for 2019:
 - Advancing internal regulations;
 - Increasing the number of members;
 - Enhancing communication;
- Funding options:
 - H2020
 - EIT calls Kava system;
 - ERA-MIN calls;
- Administrative items:
 - Register of trademark;
 - Financial overview.

Fourteenth Board online meeting (June 2019)

- Application to the Horizon Impact Award 2018;
- Development of the Mineral Commodity Spotlight (in cooperation with the AGI and the USGS);
- Dissemination of factsheets on Japan over the G20 Osaka Summit.

Tenth Board online meeting (February 2019)

- Participation in four H2020 calls;
- Request of membership from CERTH and Corval Innovation;
- Calendar for development and launch of updated factsheets.

Fifteenth Board online meeting (July 2019)

- Impact of rejected H2020 proposals;
- Participation in a new H2020 proposal (Digimine);
- Organisation of match-making event and UNFC training in cooperation with EIT RawMaterials at the 2019 World Resources Forum;
- Presentation at the YES Conference in Berlin.

Eleventh Board online meeting (March 2019)

- Validation of the 2018 Report of Activities;
- Cooperation possibilities with the USGS;
- World Barometer content, frequency and accessibility;
- Dissemination of factsheets on Australia and Canada over PDAC 2019.

Sixteenth Board online meeting (September 2019)

- Organisation of training on UNFC in cooperation with EIT RawMaterials at the 2019 World Resources Forum;
- Launch of the Mineral Commodity Spotlight (developed with the AGI and the USGS);
- Presentation at the European Minerals Day in Madrid.

Twelfth Board online meeting (April 2019)

- Launch of the World Barometer;
- New possible services;
- Dissemination of factsheets on Industry and Trade over the UNECE EGRM meeting.

Seventeenth Board online meeting (October 2019)

- Possible cooperation with EIT on a cross-KIC assessment project;
- Cooperation with AGI to hire a dedicated consultant for education topics;
- Planification of the participation on the Raw Materials Week.

Thirteenth Board online meeting (May 2019)

- Validation of 2018 balance sheets by the accountant;
- Dissemination of factsheets on Education and Outreach over the EIT RawMaterials summit;
- Possible cooperation with EIT RawMaterials for the organisation of events at the 2019 World Resources Forum.

Eighteenth Board online meeting (November 2019)

- Possible cooperation with UNECE to establish an International Centre of Excellence;
- Participation in the Raw Materials Week;
- Dissemination of factsheet on Resource and Innovation during the Raw Materials Week.

4 Strategic actions

The vision of the International Raw Materials Observatory is to be the organisation of reference in the world on the diffusion of best practices along the mineral raw materials value chain. Its mission is to support international cooperation on mineral raw materials' research & innovation, education & outreach, industry & trade and recycling, management & substitution of strategic raw materials.

The strategic goals of the Observatory, having in consideration its vision and mission, are:

1. To promote international cooperation on mineral raw materials research & innovation, education & outreach, industry & trade and recycling, management & substitution of strategic raw materials;
2. To expand raw materials diplomacy and disseminate best practice on mineral raw materials supply;
3. To provide to policymakers independent, comprehensive research and analysis on raw materials that is authoritative, confidential and objective;
4. To help organisations along the minerals value chain improving their sustainability, through the analysis of existing problems and the development of plans for improvement.

The strategic positioning of the Observatory embraces specialisation around:

- a) In-depth knowledge of the materials value chain;
- b) Access to policymakers; and
- c) High-quality reputation and credibility.

The implementation of the strategy of the Observatory, aligned with the Observatory vision, mission and goals, requires a consistent value discipline to consistently deliver authoritative specialised insight on raw materials, supported by operational flexibility, alliances & networking, services/IT delivery infrastructure, and active communication. The sections below detail what has been accomplished in 2019 on these factors.

4.1 Operations

The Observatory's strategic plan prescribes high operational flexibility for the provision of services aiming to fulfil members and client's expectations. The implementation of this prescription rests on the Observatory's organisational design and human resources policy.

The Observatory didn't have permanent staff in 2019. The activities developed along the year were voluntarily advanced by the Board of Directors and the Secretary-General, who followed the strategic and business plans outlined for the Observatory in 2017. The necessary alignment of behaviours, commitments and mindsets among the Board and the Secretary-General was facilitated by a common understanding of the Observatory's vision and mission. The Board and the Secretary-General decided, coordinated and monitored the implementation of activities through monthly online meetings. The Observatory's decision-making process is open, transparent and based on consensus. Decisions on minor every-day activities, if taken by the Secretary-General without prior validation by the Board, are communicated to the Board and validated in the next periodic meeting.

The Observatory relies on an external communications expert (Anita Stein) to develop communication materials and tasks (e.g. World Barometer biweekly news digest, factsheets, social media campaigns). This is a highly cost-effective solution, and payments are based on work made.

On 2019 the Observatory responded to four H2020 calls. One of these calls, on the responsible sourcing of raw materials, was coordinated by the Observatory. The table below summarises the main aspects of the four proposals submitted.

Table 2 – Summary of H2020 proposals submitted in 2019.

Project/title	Coordinator/ Partners	Total budget, €	IRMO budget (€, excluding 3 rd parties)	Budget for IRMO 3 rd parties, €	Result of evaluation
Responsible Sourcing of Raw Materials (ReSRaM)	Observatory +16 partners	2.999.200	392.375	99.000	NOT APPROVED
DIGItal solutions for MINing Ecosystem upgrade and downstream marketplace growth (DIGIMINE)	Inlecom Innovation + 15 partners	6.999.363	350.375	51.000	NOT APPROVED (passed on first stage)
Graphite based Value Chain Action for Europe (GVALUE)	Norwegian Graphite Technologies + 15 partners	4.500.000	N/A (two-stage proposal)	N/A	NOT APPROVED
Advanced processing of mineral sea resources (SeaProcess)	INESC TEC + 12 partners	7.000.000	N/A (two-stage proposal)	N/A	NOT APPROVED

After the reporting period (and before the preparation of this report), the Observatory joined four other Consortia that submitted proposals to H2020 calls². The effort to participate in H2020 projects aims to diversify the sources of funding to the Observatory (H2020 projects generally pay an overhead of 25% on top of work costs; this overhead remains within the organisations). In case a proposal is selected for funding, the Board of Directors will choose a task team (to develop the project activities) and will monitor the project progress.

On May 2019 the Observatory applied for the Horizon Impact Award 2018. This award is the European Commission's initiative to recognise and celebrate outstanding projects that have used their results to provide value for society, and it aims to show the wider socio-economic benefits of EU investment in research and innovation. The Observatory did not receive the prize (the odds were minimal since the Observatory serves a small group of stakeholders), but more than 54 organisations endorsed its application. The facilitation of dialogues and the provision of information on best practice in mineral raw materials research & innovation, education & outreach, industry & trade, and recycling, management & substitution of critical raw materials are accomplishments of the Observatory praised by several international organisations (including UNECE, UNESCO, the Coordinating Committee for Geoscience Programmes in East and Southeast Asia [CCOP], the International Association for Promoting Geoethics [IAPG], the Geological Society for Africa and the African Minerals and Geoscience Centre) and by policymaking/supporting organisations (the British Geological Survey, the Fundação para a Ciência e Tecnologia, the Ministry of Mines of Nigeria, and the Australian Academy of Technology and Engineering). The monitoring of mineral raw materials policies and the identification of industry trends were benefits pointed out by a wide range of stakeholders, including the EIT Raw Materials, the American Geosciences Institute, the Canadian Institute of Mining, Metallurgy and Petroleum, the Swedish Innovation Agency (Vinnova), the Association of Iberoamerican Geological and

² The results of the evaluation of these proposals will be known in June 2020.

Mining Surveys (ASGMI), the Australian Institute of Geoscientists, the Irish Centre for Research in Applied Geosciences (iCRAG), the EuroGeoSurveys and several geological surveys from Europe.

After the reporting period (and before the preparation of this report) the Observatory participated in four H2020 proposals as a partner. If a proposal is selected, the Observatory Board will choose a task team (to develop the project activities) and will monitor the project progress.

4.2 Alliances and networking

Considering its limited budget, the leverage of Observatory activities relies on cooperation with existing initiatives and organisations.

In 2019 the Board and the Secretary-General advanced discussions with the EIT RawMaterials and the World Resources Forum on possible joint actions, that culminated in the organisation of the *Executive Short Course on Resources Management using the United Nations Framework Classification for Resources* on October 2019. This one-day training was held in Geneva, back to back with the World Resources Forum, and it confirmed the Observatory capacity to seek and build cooperative alliances.



The training was organised by Vice President Eberhard Falck (who delivered a course module) and the Secretary-General. The course was endorsed by the United Nations Commission for Europe (UNECE), EuroGeoSurveys, the EFG and the ESM³ Foundation.

In 2019, thanks to the facilitation of the American Geosciences Institute (AGI), the Observatory joined AGI's alliance with the United States Geological Survey (USGS) to deliver periodically a two pages/one sheet report highlighting the most relevant properties of a selected mineral commodity (the mineral commodity spotlight).

Discussions with UNECE for the establishment of International Centres of Excellence for Sustainable Resource Management, focused on supporting sustainable investment in the resources needed for development in line with the 2030 Agenda for Sustainable Development and the Paris Climate Agreement are ongoing. These Centres will be conceived to provide policy support, technical advice and consultation, education, training, dissemination, and other critical activities for managers and stakeholders involved in the sustainable development of national resource endowments.

There are also ongoing discussions with the EIT RawMaterials aiming to identify and explore synergies on raw materials topics between the different EIT innovation communities⁴. This might prompt the development of a World Forum on Raw Materials, an idea first discussed in 2018 with EIT RawMaterials and the World Resources Forum.

4.3 Infrastructure

The Observatory has a rented office space⁵ in Brussels, in the immediate neighbourhood of the European Parliament. Members of the Observatory can use the office meeting room for free (with capacity for ten people, available upon request), having access to a fully equipped (video projector, flipcharts, wi-fi connection, coffee corner) professional space in the heart of the EU district.

The Observatory has an online cloud-based repository of information on the drivers of raw materials development and international cooperation (freely accessible through the Observatory's website). The repository maintenance and update are covered by a three years support contract, that started in June 2018. The repository has "unlimited" storage webspace.

³ The Entwicklungs fonds Seltene Metalle (ESM) Foundation is a Swiss non-profit organisation, founded in 1951. It is dedicated to supporting research and development activities in the field of Rare and Critical Elements, with a focus on their industrial applications.

⁴ There are eight Innovation Communities and each focuses on a different societal challenge: 1) EIT Climate-KIC: Drivers of climate innovation in Europe and beyond; 2) EIT Digital: For a strong, digital Europe; 3) EIT Food: EIT Food connects businesses, research centres, universities and consumers; 4) EIT Health: Together for healthy lives in Europe; 5) EIT InnoEnergy: Pioneering change in sustainable energy; 6) EIT Manufacturing: Strengthening and increasing the competitiveness of Europe's manufacturing; 7) EIT Raw Materials: Developing raw materials into a major strength for Europe; and 8) EIT Urban Mobility: Smart, green and integrated transport.

⁵ Shared with La Palma Research Centre and the European Federation of Geologists. The office is named GeoHub (see @GeoHubEU).

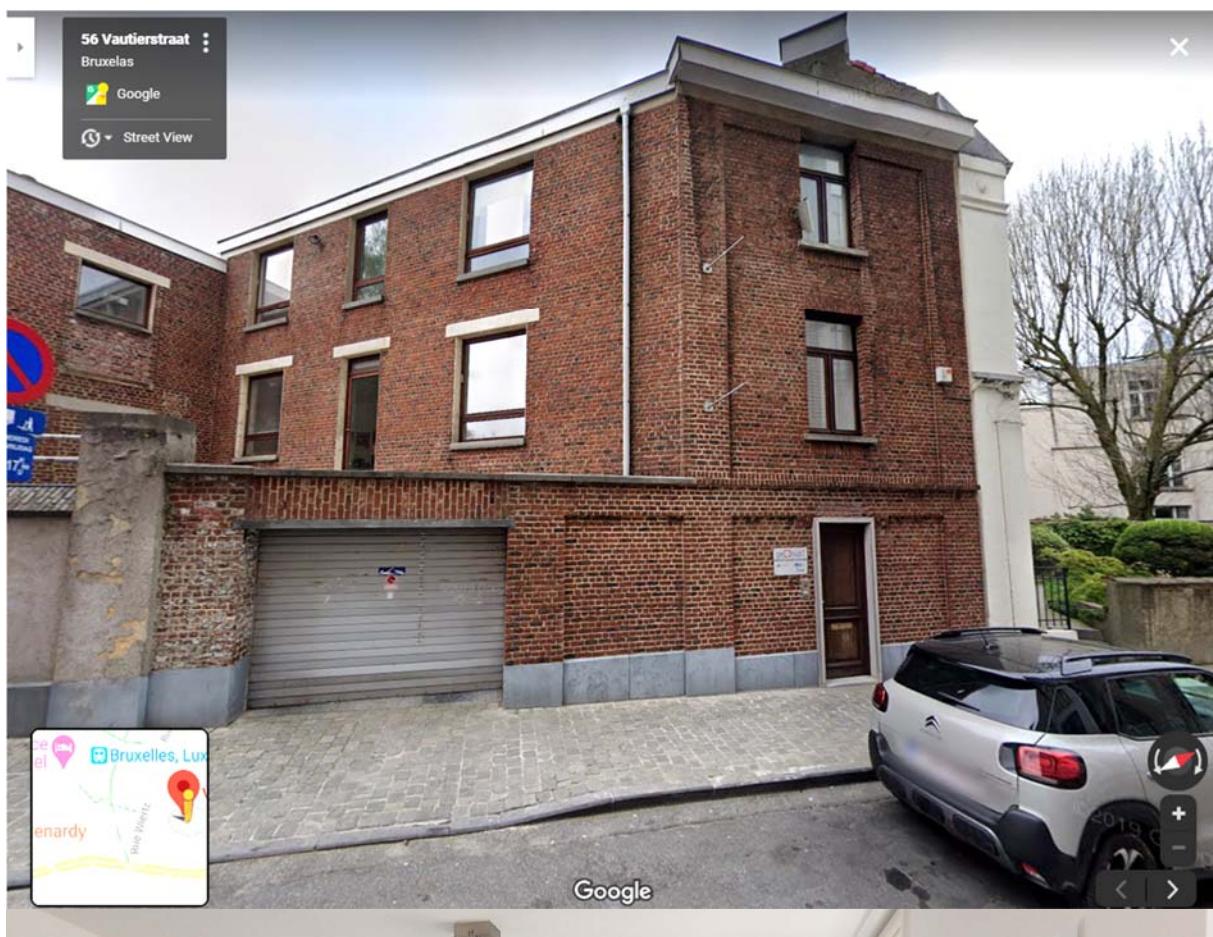


Image above: external (Google Street View) view of the office building of the Observatory.

Image below: view of the office meeting room, with colleagues from EFG and LPRC.

The Observatory uses a content curation service, provided by Paper.li, that collect relevant content using natural language processing, machine learning and social signals to analyse and extract the most relevant news on raw materials topics. This service is used to prepare and deliver the biweekly World Barometer (see next section).

4.4 Communication

The 2019 communication activities highlighted the Observatory presence and capacity to be an active player in the raw materials arena. The primary communication channels used to reach and mobilise the Observatory community of stakeholders were the hub-and-spoke webpage⁶ (www.intraw.eu) and social media platforms (Twitter, Facebook and LinkedIn).

The screenshot shows the INTRAW website homepage. At the top, there is a navigation bar with links for Home, About, Services, Short course UNFC, Media corner, Contact, and a search icon. Below the navigation bar, the word "Noticeboard" is displayed in green. The main content area features several news items and a Twitter feed.

News Items:

- Register now: Executive Short Course on Resources Management using the UNFC
- On 22 October, EIT Raw Materials and the International Raw Materials Observatory will co-organise an "Executive Short Course..."
- Annual report 2018
- The Observatory benefits, since its creation, from a deep understanding of the drivers that define best practice on...
- Read more
- World Barometer, the Observatory's new fortnightly publication is now live!
- The International Raw Materials Observatory is pleased to present its new fortnightly publication: the World Barometer. It is...
- Read more
- "Tracking the Global Supply of Critical Materials" webinar is now available to watch
- The webinar on "Tracking the Global Supply of Critical Materials" organised by the American Geosciences Institute took place...

Twitter Feed:

Tweets by @intrawobs

International Raw Mate @intrawobs What are the overall drivers and barriers for #research & #innovation in #mining? Learn more in our next factsheet which concludes this special series at the occasion of the #EU #RawMaterialsWeek: bit.ly/2OnITaB

20 Nov 2019

I had more Tweets

In 2019 the Observatory published five (updated) thematic factsheets on:

- Canada (March, over the PDAC 2019);
- Industry and Trade (April, over the UNECE resources management week);
- Education and Outreach (May, over the EIT RawMaterials summit);
- Japan (June, over the Osaka G20 summit);
- Research and Education (November, over the EU Raw Materials Week).

These factsheets were made available on the Observatory website (<https://intraw.eu/reports-factsheets/>). Their launch was actively disseminated in social media (LinkedIn, Twitter and Facebook) using the hashtags of the selected concurrent events.

⁶ The “hub and spoke” structure enables the visualisation in the website of posts from social media platforms and linkages to the repository and the barometer.

Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context	Best practices, challenges and recommendations from the Canadian context
							
							

The most significant communication achievement of 2019 was the launch and biweekly publication of the World Barometer, a digest of news on business, technology, science, environment and politics (from reliable sources) that can have an impact in the mineral raw materials value chain. The World Barometer brings forward the raw materials sector trends, industry drivers, studies and statistics, international best practices, innovative projects, linkages with adjacent areas and what opinion leaders and influencers are saying about the sector. It was conceived to break the silo mentality that affects international cooperation, and its target includes policymakers, influencers, researchers and industries along the raw materials value chain. The World Barometer is provided for free to subscribers and on the web since 6 March 2019 (see <http://worldbarometer.intraw.eu/#/>).

The screenshot shows the INTRAW World Barometer homepage. At the top, there is a navigation bar with links to HEADLINES, VIDEOS, BUSINESS, ENVIRONMENT, POLITICS, WORLD, TECHNOLOGY, SCIENCE, and ALL ARTICLES. Below the navigation is a date and time indicator: Wednesday, Nov. 06, 2019 | Archives | < | > | Search. The main content area features several news articles:

- A universal standard for ethics, sustainability and environmental impact** (Shared by Mining Review Africa) - miningreview.com - DMT GmbH & Co. KG has launched CERA, the first global certification scheme to guarantee a consistent standard of environmental, social and economic impact throughout the entire raw materials value chain.
- Europe-led global certification scheme for raw materials expected in 2020** (Shared by Leonie Nimmo) - mining.com - A group of European bodies and companies have joined efforts to create the first global certification scheme ensuring consistent standards of environmental, social and economic impact throughout the ...
- VRF 2019 Calls for Ambitious International Rules for resources Management - World Resources Forum** (Shared by World Resources Forum) - wforum.org - Geneva, 24 October 2019 Participants of the World Resources Forum 2019 are calling for ambitious international rules for mineral resources management. A
- Civil Society Opportunities within EITI Mainstreaming: A Perspective from the Philippines** (Shared by NRG) - mining.com - A group of European bodies and companies have joined efforts to create the first global certification scheme ensuring consistent standards of environmental, social and economic impact throughout the ...

On the right side of the page, there is a sidebar for "Subscribe to the Email Newsletter" with a text input field and a "Subscribe" button. Below the newsletter section is the INTRAW logo. Further down, there is a section titled "International Raw Materials Observatory" with a brief description of the observatory's purpose and a list of social media icons. At the bottom of the sidebar, it says "Editor's note: The World Barometer is one of the services provided by the International Raw Materials Observatory".

In 2019 the Observatory also published the first issue of the *Mineral Commodity Spotlight*. The spotlight is a two pages/one sheet brief on the most relevant properties, uses/applications and data on production, trade and consumption of a mineral commodity. The target group of this publication includes stakeholders that have no geoscience background and who are active in the raw materials supply chain (e.g. on policymaking or trading).

Social media campaigns have been instrumental in signposting the Observatory's activity. Follower numbers on all channels have visibly grown connected to the first publication of the bi-monthly World Barometer in March 2019. This has resulted in a significant total growth of follower numbers (Facebook: 38 %, Twitter: 32 %, LinkedIn: 60 %). Twitter appears to be the channel with the highest total number of followers and the highest engagement rates, resulting in 97,411 tweet impressions between January and



December 2019, meaning an average of more than 8,000 tweet impressions per month. The combination between the bi-weekly publication of the World Barometer, periodic factsheet releases (March, April, May June, November) and the organisation of the executive training course in cooperation with EIT RawMaterials and the World Resources Forum increased the visibility of the Observatory on all social media channels.

Presentations at international conferences leveraged the presence on the internet. In 2019 the Observatory was presented in five international Conferences:

- The Raw & Circular Economy Expedition (August, EIT RawMaterials, Helsinki);
- 5th International YES Congress 2019 "Rocking Earth's Future" (September, Freie Universität Berlin);
- 2019 Europe Minerals Day (September, Fundación Gomez Pardo, Madrid);
- The Future of Raw Materials Higher Education Conference (November, EIT RawMaterials, University of Zagreb);
- Raw Materials Week (November, European Commission, Brussels).



Raw Materials Week
18-22 November 2019

Raw Materials meeting societal needs
21 November 2019

Le Plaza Hotel (Boulevard Adolphe Max 118-126, 1000 Bruxelles)

16.00-17.30 Session IV: Closing and take away messages - Chaired by Prof. W. Eberhard Falck, Vice-president, INTRAW International Raw Materials Observatory, Brussels

5 Financial report

Membership fees remain the primary source of revenue of the International Raw Materials Observatory. In 2019 two organisations expressed the desire to become full members of the Observatory. However, they never paid the membership fees (despite the Board's efforts) and were dismissed. On the establishment of the Observatory the founding members, aiming to attract new members, agreed that the payment of the first annual membership fee would cover two years (2018 and 2019). This aspect, and the lack of new members, justifies the null value of membership fees in 2019 (Table 3). The Board of Directors tried to overcome this constraint seeking for funds in EU funded projects. Unfortunately, none of the four applications to H2020 projects made in 2019 was selected for funding. The rubric other revenues include the amount of 300€, that was received from a participant attending the Geneva training course. The course was offered for free to the participants coming from EIT or EFG members, in exchange for the sponsorship of catering and venue costs. All participants, except one, came from EIT or EFG members.

Table 3 – Growth and revenue indicators of the 2018 activity.

	2019	2018
Number of members	14	14
Membership fees	0€	57.000€
Other revenues	300€	0€

In 2019 the Board of Directors kept the policy of minimising costs (Table 4). This was possible since the Board and the Secretary-General worked as volunteers and were actively engaged in office tasks, reducing the need for external consultants and supporting part of the travel on behalf of the Observatory. The sharp increase in the rubric external consultants' fees is explained by the annual cost of the accountant (1.210€), that was invoiced for the first time in 2019.

Table 4 – Profit and loss account of the Observatory in 2019.

	2019 (€)	2018 (€)
Revenues	300	57.000
Membership fees	0	57.000
Expenses	11.333	14.704
Office rent and insurance	4.464	7.110
IT platform and communications	538	2.323
Personnel costs	0	0
External consultants' fees	4.812	2.607
Travel	767	759
Registration and taxes	752	1.905
Liquid assets	31.263	42.561

6 Concluding remarks

In 2019, the regular publication of the World Barometer, factsheets and the mineral commodity spotlight, and the presence in social media increased the visibility of the Observatory. However, non-profit organisations are operating in a marketplace that is more dynamic and more competitive than ever before. This is the primary justification, despite the strenuous efforts of the Board of Directors, for the difficulties experienced in attracting new members and participating in H2020 funded projects in 2019.

The existence of a broader array of publications and communication instruments developed by the Observatory allows differentiation between market segments and development of a combination of open access (to all) and exclusive access (to members) to specific content. This array will lift the visibility of benefits of the Observatory to members and will be used in 2020 to seek alliances with international intergovernmental organisations and key players in the raw materials sector.

With the approval of the bylaws that will regulate the inner activity of the Observatory and the first Board elections, scheduled to May 2020, the Observatory's establishment cycle comes to its closing. The new cycle will focus on the fulfilment of the Observatory's mission, and the reinforcement of long-term stability. This effort will require an alignment of functions and resources to seek for funds (preferably a balanced combination of membership fees, funded projects, sponsorships and revenues from services).

The Board and the Secretary-General are committed to strengthening the development function and building greater awareness of the Observatory and the services it provides. This is an essential condition to make the Observatory the organisation of reference in the world on the diffusion of best practices along the mineral raw materials value chain.

7 Appendix 1 – Statutes

1e ROLE

Droit d'Enregistrement	Antenne concernée	Annexe (O/N)
50+100 EUR	BXL 3	o

LC/INTERNATIONAL RAW MATERIALS OBSERVATORY.CST/AW
 NM: 2017/3367
 Rép.46.949

"RAW MATERIALS OBSERVATORY"
 Association Internationale Sans But Lucratif
 Clos des Lipizzans numéro 7
 à Woluwe-Saint-Pierre (1150 Bruxelles)

CONSTITUTION

L'AN DEUX MIL DIX-SEPT

Le quatorze septembre

Devant Nous, Maître Dimitri CLEENEWERCK de CRAYENCOUR, Notaire associé résidant à Bruxelles, faisant partie de la Société Civile sous forme de Société Privée à Responsabilité Limitée "Gérard INDEKEU - Dimitri CLEENEWERCK de CRAYENCOUR", BCE n° 0890.388.338, dont le siège social est établi à Bruxelles, avenue Louise, 126.

ONT COMPARU :

1. La société de droit britannique "Resources Computing International Limited", en abrégé « RCI », inscrite au Registre de commerce sous le numéro 2847563, dont le siège social est établi 185 Starkomes Road, Matlock DE4 5JA, Royaume Uni.
2. L'association de droit portugais « Associação Portuguesa Dos Industriais De Marmores Granitos E Ramos Afins », en abrégé « ASSIMAGRA », dont le siège social est établi rua Aristides de Sousa Mendes, 3-B, 1600-412 Lisbonne, Portugal ;
3. La fondation de droit portugais « Fundação para a Ciência e a Tecnologia », en abrégé FCT, dont le siège social est établi Avenida Dom Carlos I, 126, Lisbonne 1249-074, Portugal.
4. L'Institut de droit slovène « Geološki zavod Slovenije », Geological Survey of Slovenia", en abrégé GeoZS, dont le siège social est établi Dimičeva ulica 14, SI – 1000 Ljubljana, Slovénie, inscrit au Registre de Commerce sous le numéro 5051410000.
5. L'Organisation non gouvernementale de droit australien "The Australian Academy of Technological Sciences and Engineering", en abrégé « ATSE », dont le siège social est établi Level 1, 1, Bowen Crescent, Melbourne, Victoria, 3004, Australie.
6. L'association sans but lucratif de droit belge « Pan European Reserves And Resources Reporting Committee », en abrégé « PERC », dont le siège social est établi rue Jenner, 13, à 1000 Bruxelles, Belgique, inscrite au Registre des Personnes Morales (Bruxelles) sous le numéro 0521.825.257.
7. "La Palma Research Centre for Future Studies SL", centre de recherches de droit espagnol, dont le siège social est établi El Fronton 37, Garafía 38787, Santa Cruz de Tenerife, Espagne.

8. L'association sans but lucratif de droit américain « AMERICAN GEOSCIENCES INSTITUTE », en abrégé « AGI », dont le siège social est établi 4220 King Street, Alexandria, VA 22302-1502, Etats-Unis d'Amérique.

9. L' Association Internationale Sans But Lucratif «Fédération Européenne des Géologues », en en abrégé « FEG» dont le siège social est établi à Bruxelles, rue Jenner 13 (RPM) représentée par Monsieur Vitor Manuel RAMOS CORREIA, domicilié à casa Amarela, Vale de Murtinhais 267-630 Bucelas, Portugal.

Promoteurs de l'idée et concepteurs, les prénommés sont désignés ci-après comme Membres Fondateurs de l'Association.

Présence - Représentation

Les comparants sub 1 à 8 sont ici valablement représentés par Madame FERNANDEZ FUENTES Isabel, domiciliée à 1150 Bruxelles, Clos des Lipizzans 7, titulaire du numéro national 62.04.01-544.77, agissant en vertu de procurations sous seing privé qui resteront ci-annexées en copie.

Lesquels comparants Nous ont requis de dresser, par les présentes, les statuts d'une association internationale sans but lucratif, conformément aux dispositions de la loi belge du 27 juin 1921 sur les associations sans but lucratif, les fondations, les partis politiques européens et les fondations politiques européennes, qu'ils déclarent constituer entre eux comme suit:

Les présents statuts sont ceux d'une Association Internationale Sans But Lucratif, AISBL, constituée.

1. STATUT LEGAL, DENOMINATION ET SIÈGE

1.1. L'Association est constituée conformément aux dispositions de la loi belge du 27 juin 1921 sur les associations sans but lucratif, les fondations, les partis politiques européens et les fondations politiques européennes, telle que modifiée et mise à jour par la loi du 30 décembre 2016.

1.2. L'AISBL est dénommée 'International Raw Materials Observatory AISBL' (ci-après l'Association).

1.3. Le siège social de l'Association est établi Clos des Lipizzans numéro 7 à Woluwe-Saint-Pierre (1150 Bruxelles). Ce siège social peut être transféré en tout autre lieu en Europe, par décision du Conseil d'administration (voir Article 12.11). Ce changement d'adresse sera publié dans les Annexes du Moniteur belge et déposé au Greffe du Tribunal de Commerce compétent, dans le mois de sa date.

2. DUREE

2.1. L'Association est établie pour une durée indéterminée. Elle peut être dissoute à tout moment tel que défini à l'Article 20.

3. OBJET SOCIAL

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- 3.1. Les objectifs de l'Association (ci-après les 'Objectifs') sont de renforcer la coopération internationale sur l'intelligence des matières premières minérales au sein et au-delà de l'Europe. Cet objectif sera réalisé en soutenant les efforts de l'Union européenne, des gouvernements nationaux, des institutions et des organisations nationales et internationales qui visent à développer et à mettre en œuvre des actions de coopération internationale en matière de recherche, d'innovation, d'éducation, de sensibilisation, d'industrie, de commerce, de recyclage, de gestion et de substitution des matières premières minérales.
- 3.2. Afin d'atteindre ses Objectifs, l'Association peut exercer toute activité en rapport avec la réalisation de ses buts et devenir membre dans des institutions internationales et partenaires d'organisations commerciales.

Les matières premières minérales sont le domaine central de l'action de l'Association et le soutien à la diplomatie et aux dialogues internationaux, fondés sur l'analyse et la prospective des experts indépendants, sont les principaux mécanismes qui serviront à promouvoir la coopération internationale, la prise de décision et l'élaboration des politiques éclairées. L'Association contribuera entre autres, dans le plus large sens possible, à l'élaboration de politiques, à l'éducation et au transfert de connaissances dans le domaine des matières premières traitant des questions éthiques, juridiques tant que sociétales au sein de l'Union européenne et dans des pays tiers, contribuant ainsi pour améliorer la gouvernance globale des matières premières minérales.

- 3.3. L'Association est une organisation sans but lucratif.

4. CONDUITE ETHIQUE

- 4.1. Chaque membre de l'Association s'engage à respecter le principe d'intégrité ainsi que la confidentialité des documents internes de l'Association.
- 4.2. Chaque membre doit maintenir et respecter des pratiques commerciales légales et agir de bonne foi et de manière transparente à l'égard des autres membres.
- 4.3. L'Association et ses membres doivent œuvrer en pleine conformité avec le droit européen de la concurrence.
- 4.4. Pour permettre un contrôle approprié et pour s'assurer que l'Association agisse de manière responsable, elle sera immatriculée au registre de transparence de l'Union européenne géré par le Parlement Européen et la Commission Européenne, et son dossier sera tenu à jour.

5. MEMBRES

- 5.1. Sont membres des entités qui peuvent être formellement représentées par une personne physique dûment habilitée. Pour les personnes physiques, l'adhésion n'est pas possible.

5.2. L'association se compose de deux catégories de membres, les membres effectifs et les membres observateurs:

- (a) Sont membres effectifs, les Membres Fondateurs et les organisations dont les activités sont en lien avec l'accès aux matières premières ou leur utilisation telles que les gouvernements, les organisations internationales, les entreprises ou les institutions publiques, les organisations non gouvernementales, les organisations à but non lucratif, les entreprises privées, les associations, les plates-formes, les coopératives, les établissements de recherche et d'enseignement. Les membres effectifs peuvent être admis sur demande écrite, et jouissent des droits de vote accordés par la loi et les présents statuts;
- (b) Sont membres observateurs des individus ou des organisations qui contribuent (ou ont contribué) à favoriser les dialogues et la coopération internationale dans le domaine des matières premières minérales. Les membres observateurs peuvent être admis sur proposition écrite des membres effectifs et ne disposent pas de droits de vote.

5.3. Les membres effectifs bénéficient des droits suivants:

- (a) Participer en personne aux réunions de l'Assemblée Générale ou y être représenté par une personne dûment habilitée par procuration;
- (b) Voter lors de l'Assemblée Générale ;
- (c) Demander la convocation d'une Assemblée Générale extraordinaire conformément à l'Article 10.3;
- (d) Etre exclu de l'adhésion seulement après avoir pu présenter, en personne, sa défense devant l'Assemblée Générale;
- (e) Démissionner de l'Association après avoir communiqué cette décision au Secrétaire Général de l'Association par lettre recommandée adressée au siège social de l'Association;
- (f) Participer aux activités de l'Association;
- (g) Elire le Conseil d'administration;
- (h) Etre élu au Conseil d'administration.

5.4. Les membres observateurs jouissent des droits suivants:

- (a) Participer à l'Assemblée Générale en qualité d'observateurs sans droit de vote;
- (b) Démissionner de l'Association après avoir communiqué cette décision au Secrétaire Général de l'Association par lettre recommandée adressée au siège social de l'Association.

5.5. L'adhésion en qualité de membre effectif comprend les obligations suivantes, mais ne se limite pas à :

- (a) S'acquitter d'une cotisation tel que détaillé à l'Article 8 ;

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- (b) Informer le Secrétaire Général de toute modification relative au statut de l'adhésion, notamment les conditions d'adhésion définies à l'Article 6 et toutes les questions concernant les cotisations exigibles.

6. DEMANDE D'ADHESION

- 6.1. Les demandes d'adhésion doivent être adressées par écrit au Secrétaire Général de l'Association.
- 6.2. Toute demande d'adhésion suppose le respect parfait des Statuts de l'Association, de toutes ses règles et règlements d'ordre intérieur ainsi que de toutes les décisions de ses organes directeurs et l'engagement de participer activement à ses activités.
- 6.3. Le Secrétaire Général de l'Association est habilité à demander des informations complémentaires aux candidats.
- 6.4. L'adhésion est accordée par l'Assemblée Générale sur proposition du Conseil d'administration.

7. RESILIATION DE L'ADHESION

- 7.1. L'adhésion peut être résiliée soit par démission ou par exclusion du membre, soit par sa liquidation.
- 7.2. Tout membre, qui cesse de satisfaire aux conditions requises en vertu de l'Article 5, cessera *ipso facto* d'être membre de l'Association.
- 7.3. Tout membre désireux de démissionner de l'Association est tenu d'en aviser le Secrétaire Général par lettre recommandée trois mois avant la fin de l'exercice social en cours; autrement, la cotisation complète pour l'exercice social suivant sera due. Au cours de la période de préavis, les droits et obligations liés à l'adhésion, et l'obligation de contribution financière sont maintenus.
- 7.4. Le Conseil d'administration est habilité à suspendre l'adhésion de tout membre et de recommander à l'Assemblée Générale son exclusion:
 - (a) En cas de défaut de paiement de sa cotisation;
 - (b) Pour violation des Statuts, des règlements d'ordre intérieur ou d'une résolution de l'Assemblée Générale;
 - (c) Pour avoir agi de manière gravement nuisible à la réputation de l'Association ou à l'intérêt des membres.
- 7.5. Le membre dont l'exclusion a été demandée est autorisé à présenter sa défense en personne à la prochaine Assemblée Générale ordinaire. L'exclusion d'un membre peut être décidée par l'Assemblée Générale à la majorité simple.
- 7.6. Est réputé démissionnaire, tout membre qui ne règle pas intégralement la cotisation annuelle qui lui incombe dans les soixante jours du rappel qui lui est adressé par lettre recommandée avec accusé de réception.

- 7.7. Les membres dont l'adhésion est résiliée suite à leur démission, exclusion ou liquidation n'ont aucun droit sur les actifs de l'Association ou les cotisations et autres contributions déjà versées.

8. COTISATIONS

- 8.1. Afin de poursuivre les Objectifs et de mener à bien les activités de l'Association stipulés à l'Article 3, les membres effectifs doivent s'acquitter d'une contribution financière, c'est-à-dire la cotisation.
- 8.2. Les cotisations varient en fonction de la taille de chaque organisation membre et sont calculées en fonction du nombre de personnes employées au sein de l'organisation, du chiffre d'affaires ou du bilan, tel que décidé par l'Assemblée Générale;
- 8.3. Le montant des cotisations ainsi que les modalités de paiement sont décidés annuellement par l'Assemblée Générale sur proposition du Conseil d'administration. La méthode de calcul détaillée est établie dans les règlements d'ordre intérieur.
- 8.4. L'Association peut recevoir des subventions, des dons et tout autre transfert autorisé par la loi.
- 8.5. L'Association peut proposer des services à d'autres organisations et les facturer.

9. STRUCTURE DE L'ORGANISATION

- 9.1. La direction de l'Association est assurée par les organes suivants:
- (a) Assemblée Générale
 - (b) Conseil consultatif
 - (c) Conseil d'administration
- 9.2. L'Association emploie ou sous-traite également un Secrétaire Général qui veille à la mise en œuvre opérationnelle des décisions prises par les organes de gestion et est responsable des activités quotidiennes de l'Association. Le Secrétaire Général peut être assisté par du personnel de bureau.
- 9.3. L'Association peut mettre en place des groupes de travail tels que des groupes thématiques, des groupes de travail et des comités suivant les 'Objectifs' de l'Association sous diverses formes. Ces groupes de travail sont établis sous l'autorité du Conseil d'administration et peuvent être définis et spécifiés dans les règlements d'ordre intérieur.

10. ASSEMBLEE GENERALE

- 10.1. L'Assemblée Générale se compose de tous les membres ayant le droit de vote. Les membres sans droit de vote peuvent participer en qualité d'observateurs (voir l'article 5.4.a).

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- 10.2. L'Assemblée Générale de l'Association est convoquée par le Président ou son suppléant (voir article 10.11) et se réunit au moins une fois par an, au plus tard le 31 mai, au lieu et à la date fixés par le Président en concertation avec le Conseil d'administration. La convocation ainsi que l'ordre du jour sont adressés, par lettre ou courrier électronique, au moins quatre semaines avant la date fixée pour la réunion. Le lieu de l'Assemblée Générale est par défaut le siège social de l'Association, sauf indication contraire dans la convocation.
- 10.3. Une Assemblée Générale extraordinaire sera convoquée à chaque fois que le Président ou le Conseil d'administration le jugent nécessaire ou lorsqu'au moins un cinquième des membres demandent au Président et au Secrétaire Général la convocation d'une Assemblée Générale extraordinaire.
- 10.4. Chaque membre ayant le droit de vote est représenté à l'Assemblée Générale par un délégué disposant des pleins pouvoirs. Chaque membre effectif dispose d'une voix. En cas d'égalité des voix, le Président (voir l'article 15) a une voix prépondérante.
- 10.5. Les procédures de vote et le quorum requis pour les réunions de l'Assemblée Générale sont stipulés dans les règlements d'ordre intérieur.
- 10.6. L'Assemblée Générale est l'organe décisionnel ultime de l'Association. Sur proposition du Conseil d'administration, l'Assemblée Générale approuve la politique générale de l'Association et donne des recommandations au Conseil d'administration pour sa mise en œuvre.
- 10.7. Sur les points suivants, l'Assemblée Générale a des compétences exclusives qui ne peuvent être déléguées:
 - (a) Admettre et exclure des membres;
 - (b) Modification des Statuts de l'Association;
 - (c) Election et révocation des membres du Conseil d'administration;
 - (d) Approuver la désignation du Président sur proposition du Conseil d'Administration;
 - (e) Nommer et révoquer, le cas échéant, le(s) commissaire(s) aux comptes sur proposition du Conseil d'Administration;
 - (f) Recevoir et approuver les rapports du Conseil d'administration sur les activités de l'année écoulée;
 - (g) Approuver les principales lignes politiques à suivre par l'Association sur base des recommandations du Conseil d'administration;
 - (h) Approuver les propositions de résolutions et les plans d'activités proposés par le Conseil d'administration;
 - (i) Approuver les rapports financiers annuels et le budget proposés par le Conseil d'administration;
 - (j) Approuver les règlements d'ordre intérieur pour le calcul des cotisations et les conditions de paiement proposés par le Conseil d'administration;

- (k) Approuver, le cas échéant, les règlements d'ordre intérieur concernant les paiements et les rémunérations pour les membres du Conseil d'administration;
- (l) La dissolution et la liquidation de l'Association;
- (m) L'adhésion de l'Association à toute autre organisation ou sa rétractation d'une telle organisation.

10.8. Une Assemblée Générale est toujours compétente pour adopter des résolutions. Une décision est adoptée si elle reçoit:

- (a) La majorité simple des voix des membres présents ayant le droit de vote en cas de décision ordinaire ;
- (b) La majorité des deux tiers des voix des membres présents ayant le droit de vote en cas de modification des statuts ou de décision concernant la dissolution ou la liquidation.

10.9. Les décisions adoptées sont contraignantes pour tous les membres de l'Association. Elles sont communiquées aux membres par courrier postal, courrier électronique ou publiées sur le site web de l'Association.

10.10. L'Assemblée Générale ne décide que sur les points à l'ordre du jour.

10.11. Lors de toutes les réunions de l'Assemblée Générale, le Président (voir l'Article 15.3) agit en qualité de président. Si celui-ci est absent, l'Assemblée est présidée par un Vice-président ou, le cas échéant, par le membre le plus âgé du Conseil d'administration.

10.12. Les procès-verbaux de l'Assemblée Générale sont établis par le Secrétaire Général et sont signés par le Président et un membre effectif participant à l'Assemblée et sont distribués à tous les membres dans un délai d'un mois. Les procès-verbaux seront archivés électroniquement et doivent être accessibles à tous les membres via le site web de l'Association.

11. CONSEIL CONSULTATIF

11.1. Le Conseil consultatif est l'organe consultatif de l'Association. Il est constitué de présidents (ou de leurs représentants désignés) d'organisations internationales intergouvernementales, de comités internationaux, de forums et de plates-formes internationaux.

11.2. Le Conseil consultatif avise le Conseil d'administration et l'Assemblée Générale sur toutes les questions relatives aux activités, programmes et procédures de l'Association. Il conseille sur les questions et les activités ayant trait à l'intérêt général de l'Association, de sa propre initiative ou à la demande de l'Assemblée Générale ou du Conseil d'administration. Les activités du Conseil consultatif seront communiquées à l'Assemblée Générale pour approbation lors de sa prochaine réunion.

11.3. Le Président et le Vice-président du Conseil consultatif sont élus par l'Assemblée Générale pour un mandat de trois ans. Le Président et le Vice-président du Conseil consultatif peuvent exercer deux mandats consécutifs.

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- 11.4. Le Président du Conseil consultatif prépare, convoque et préside les réunions du Conseil consultatif et peut siéger au Conseil d'administration en qualité de membre d'office.
- 11.5. Le Vice-président exerce les fonctions et tâches qui lui sont assignées par le président; Il/elle fournit toute l'assistance requise par ce dernier et convoque et préside les réunions en son absence.
- 11.6. Si le poste de Président ou de Vice-président devient vacant, le Conseil consultatif élira, lors de sa prochaine réunion, un de ses membres en tant que Président ou Vice-président pour pouvoir remplacer l'ancien Président ou Vice-président pour la durée restante de son mandat.
- 11.7. Le Conseil consultatif se réunit au moins une (1) fois par an lors d'une séance ordinaire tenue à la même date et au même endroit que l'Assemblée Générale.
- 11.8. Les règles de quorum et de délibération du Conseil consultatif seront définies et détaillées dans les règlements d'ordre intérieur.

12. CONSEIL D'ADMINISTRATION

- 12.1. La gestion de l'Association est confiée à un Conseil d'administration dont les membres sont des représentants d'organisations membres ayant des droits de vote et qui sont élus par l'Assemblée Générale.
- 12.2. Le Conseil d'administration est composé d'au moins cinq (5) administrateurs. Le nombre d'administrateurs ne doit pas dépasser quatorze, ou le nombre de membres de l'Association moins un, si ce dernier est inférieur.
- 12.3. Si le nombre total d'administrateurs passe au-dessous du minimum de cinq membres, en raison d'une démission, d'un décès ou d'une révocation par l'Assemblée Générale, les administrateurs restants doivent convoquer une Assemblée Générale afin d'obtenir la ou les nominations requises. Le Conseil d'administration peut décider de remplacer temporairement l'administrateur manquant par un représentant de son organisation ou par un représentant d'un autre membre effectif en mesure d'accomplir les tâches de l'administrateur précédent, y compris la représentation, jusqu'à ce qu'un administrateur nouvellement élu puisse prendre ses fonctions.
- 12.4. Conformément aux règles définies dans les règlements d'ordre intérieur, le Conseil d'administration nomme les candidats suivants, qui seront proposés, pour approbation, à l'Assemblée Générale:
 - (a) Un Président du Conseil d'administration et de l'Assemblée Générale, qui s'appellera le 'Président' du 'International Raw Materials Observatory AISBL';
 - (b) Deux Vice-présidents de l'Association;
 - (c) Un Trésorier de l'Association.
- 12.5. Les Vice-présidents et le Trésorier sont élus parmi les membres du Conseil d'administration sur une base collégiale.

- 12.6. Au moins un tiers du Conseil d'administration est élu chaque année par l'Assemblée Générale pour une période renouvelable de trois ans selon la méthode du premier entré, premier sorti.
- 12.7. Les administrateurs doivent continuer à exercer leurs fonctions jusqu'à leur réélection ou jusqu'à l'entrée en fonction des nouveaux administrateurs. Lorsqu'un administrateur cesse d'exercer, dans le courant de son mandat, les fonctions occupées au sein de sa société ou de son association - ce qui était une condition au moment de son élection - le Conseil d'administration doit examiner si l'administrateur peut accomplir le reste de son mandat et, sinon, l'administrateur est réputé avoir démissionné de sa fonction au sein du Conseil d'administration.
- 12.8. Sauf démission licite conformément à l'application des Statuts, la démission d'un administrateur doit être communiquée au Président par lettre recommandée avec accusé de réception. La démission est réputée effective à sa date de réception. Le licenciement d'un administrateur en cas d'infraction grave sera décidé par l'Assemblée Générale.
- 12.9. D'autres personnes peuvent être convoquées au Conseil d'administration à titre consultatif. Toutefois, ces personnes n'auront aucun droit de vote.
- 12.10. Le Conseil d'administration suit les résolutions, les instructions et les recommandations adoptées par l'Assemblée Générale et met en œuvre les politiques et les plans d'activités adoptés par l'Assemblée Générale.
- 12.11. Sont réservés à la compétence exclusive du Conseil d'administration les points suivants:
 - (a) Préparer le plan annuel consolidé d'activités et la vision stratégique à long terme de l'Association pour son approbation à l'Assemblée Générale sur base des commentaires reçus des Membres et, de préférence, consolidés par des discussions avec un large éventail de parties intéressées;
 - (b) Etablir et dissoudre des groupes de travail;
 - (c) Préparer, approuver et changer les règlements d'ordre intérieur;
 - (d) Embaucher et révoquer le Secrétaire Général de l'Association;
 - (e) Proposer l'ordre du jour de l'Assemblée Générale;
 - (f) Proposer des règles internes pour le calcul des cotisations des membres à l'Assemblée Générale ;
 - (g) Formuler des recommandations à l'intention de l'Assemblée Générale concernant les candidatures ou l'exclusion de membres ;
 - (h) Inviter des consultants aux réunions du Conseil d'administration, tel que stipulé à l'Article 12.9;
 - (i) Avoir le pouvoir de la gestion ordinaire, y compris le droit d'exécuter tous les actes administratifs et autres arrangements nécessaires, y compris les procédures judiciaires;

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(j) Etre en charge de la gestion financière, préparer le budget, y compris les abonnements, pour approbation à l'Assemblée Générale, les budgets et le contrôle des dépenses ;

(k) Proposer des modifications aux Statuts de l'Associations conformément à l'article 19 et décider le transfert du siège social;

(l) Représenter l'Association à des évènements extérieurs, promouvoir la visibilité de l'Association, ses relations publiques et son identité ;

(m) Approuver les règlements d'ordre intérieur portant sur la rémunération du personnel de l'Observatoire.

12.12. Le Conseil d'administration se réunit conformément aux règles définies dans les règlements d'ordre intérieur. La convocation doit être adressée par courrier postal ou électronique.

12.13. Sauf pour les décisions nécessitant un document certifié, les réunions du Conseil d'administration peuvent être tenues virtuellement, sans que les membres y assistent physiquement au même endroit, par conférence téléphonique ou vidéoconférence ou par tout autre moyen de communication pertinent.

12.14. Les décisions du Conseil d'administration sont adoptées à la majorité simple des voix des administrateurs présents. En cas d'égalité, la voix du président est prépondérante.

12.15. Les décisions du Conseil d'administration seront communiquées à tous les membres du Conseil d'administration dans les deux semaines. Elles doivent être archivées électroniquement et être accessibles à tous les membres de l'Association via son site web.

12.16. Les règlements intérieurs peuvent être rédigés et doivent être adoptés à la majorité des deux tiers des membres du Conseil d'administration présents (voir Article 21). Les modifications apportées aux règlements d'ordre intérieur seront communiquées à tous les membres, comprenant une liste des différences par rapport à la version précédente.

13. BUREAU

13.1. Le Bureau opère sous l'autorité du Secrétaire Général et exécute la gestion quotidienne de l'Association comme décrit dans les règlements d'ordre intérieur.

14. SECRETAIRE GENERAL

14.1. Le Secrétaire Général est responsable de la gestion quotidienne de l'Association. Il/elle doit, entre autres, préparer, coordonner et suivre les réunions du Conseil d'administration et de l'Assemblée Générale en concertation avec le Président de l'Association. Le Secrétaire général opère conformément aux directives générales qu'il/elle reçoit du Président et du Conseil d'Administration de l'Association et sous la supervision et l'autorité du Conseil d'Administration.

14.2. Le Secrétaire Général peut négocier et gérer des sous-contrats avec des organisations ou des personnes physiques afin de pouvoir accomplir des tâches et prester des services fournis par l'Association.

- 14.3. Le Secrétaire Général est nommé et révoqué par le Conseil d'administration.
- 14.4. Les fonctions du Secrétaire Général et les grandes lignes de l'organisation du Bureau sont précisées dans les règlements d'ordre intérieur.

15. PRESIDENT ET VICE-PRESIDENTS

- 15.1. Suivant les suggestions du Conseil d'administration, l'Assemblée Générale élit, tous les ans, l'un après l'autre, l'un des administrateurs suivants: les Vice-présidents et le Trésorier. Le Vice-président et le Trésorier continuent d'exercer leur mandat jusqu'à l'entrée en fonctions du nouveau Vice-président ou Trésorier.
- 15.2. Tous les trois ans, l'Assemblée Générale élit, suivant les suggestions du Conseil d'administration, un Président pour une période renouvelable de trois ans. Le Président continue d'exercer son mandat jusqu'à l'entrée en fonctions du nouveau Président.
- 15.3. Le Président et les Vice-présidents sont respectivement le Président et les Vice-présidents de l'Assemblée Générale et le Président et les Vice-présidents du Conseil d'administration.
- 15.4. Le Président est chargé de représenter l'Association vis-à-vis des institutions politiques et d'autres parties intéressées à haut niveau et à des occasions importantes et en ce qui concerne des questions importantes.
- 15.5. Le Président est censé être un membre respecté de la communauté européenne des matières premières et être affilié à un membre effectif.

16. TRESORIER ET COMMISSAIRES AUX COMPTES

- 16.1. Le Trésorier est élu conformément à l'article 12.5 ci-dessus et est responsable de:
 - (a) Réviser le budget annuel de l'Association;
 - (b) Réviser les rapports financiers et tenir la comptabilité de l'Association;
 - (c) Proposer le montant de la cotisation, si nécessaire.
- 16.2. Les commissaires aux comptes sont nommés/révoqués conformément à l'article 10.7.e) parmi les membres ayant le droit de vote ou, le cas échéant, nommés parmi les membres de l'*Institut des réviseurs d'entreprises de Belgique*.

17. REPRESENTATION

- 17.1. Tous les actes qui engagent l'Association tels qu'approuvés par le Conseil d'administration, autres que ceux de l'activité courante telle que décrite dans les règlements d'ordre intérieur, ne sont valables que s'ils sont signés par un membre du Conseil d'administration ou par le Secrétaire Général.

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- 17.2. Tout engagement, contrat, investissement, virement bancaire ou paiement ou toute autre obligation de l'Association qui n'était pas prévu dans le budget annuel de l'Association nécessitera la signature conjointe du Président ou d'un Vice-Président, et du Secrétaire Général ou du Trésorier.
- 17.3. Toutes les procédures judiciaires, que ce soit en qualité de demandeur ou de défendeur, sont menées, au nom de l'Association, par le Conseil d'administration représenté par son Président ou par un Vice-président ou par le Secrétaire Général ou par toute autre personne nommée par le Conseil d'administration.
- 17.4. Les membres du Conseil d'administration, le Secrétaire Général, le Président, les Vice-présidents et le Trésorier ne contractent, en raison de leur fonction, aucune obligation personnelle et ne sont responsables que de l'exécution de leur mandat.

18. COMPTES, BUDGET ET COUT

- 18.1. L'exercice social de l'Association commence le premier janvier et se termine le trente et un décembre de chaque année.
- 18.2. Au cours de la phase initiale de l'Association, l'exercice social commencera à la date d'enregistrement de l'Association et se terminera le 31 décembre 2018.
- 18.3. Le Conseil d'administration doit soumettre pour approbation à l'Assemblée Générale annuelle les comptes pour l'exercice social écoulé ainsi que le budget de l'exercice suivant.
- 18.4. Les frais et dépenses que le Conseil d'administration, le Secrétaire Général et le Bureau contractent dans l'exercice de leurs fonctions incomberont à l'Association.
- 18.5. Les frais de déplacement, de séjour et d'hébergement des membres (ou de leurs employés) dans l'exercice de leurs activités pour l'Association peuvent être remboursés par l'Association tel que déterminé par le Conseil d'administration. Les taux et les indemnités de ces remboursements ne doivent pas dépasser les taux et les indemnités versées, à la même époque, aux experts engagés par la Commission Européenne.
- 18.6. Le Conseil d'administration peut décider de verser des paiements aux membres (ou à leurs employés) pour le travail réalisé pour l'Association si ce tel travail implique un engagement exceptionnellement élevé sur le plan temporel au profit de l'Association. Ces paiements seront effectués à des taux inférieurs ou égaux à ceux payés, à la même époque, aux experts engagés par la Commission Européenne.

19. MODIFICATIONS AUX STATUTS

- 19.1. Sous réserve des dispositions de l'article 10.7.b), l'Assemblée Générale peut modifier les Statuts de l'Association sur proposition du Conseil d'administration.
- 19.2. Le Conseil d'Administration doit soumettre toute proposition de modification des Statuts à l'attention des membres de l'Association au moins quatre semaines avant la date de l'Assemblée Générale qui prendra une décision à ce sujet.

20. DISSOLUTION

- 20.1. En cas de dissolution de l'Association, l'Assemblée Générale fixera le mode de liquidation, désignera les liquidateurs et déterminera leurs pouvoirs et leurs honoraires.
- 20.2. Les liquidateurs affecteront, le cas échéant, les actifs nets de l'Association à un organisme européen à but non lucratif ayant des objectifs similaires ou étroitement liés à ceux de l'Association.
- 20.3. Aucun membre de l'Association ne sera tenu pour responsable des dettes et passifs restants de l'Association après la procédure de dissolution. Le Président et les administrateurs de l'Association ne seront pas tenus pour responsables s'ils ont agi dans le cadre de leurs compétences. Si le Président et/ou les administrateurs ont outrepassé leurs compétences ou ont négligé leurs obligations, ils peuvent être personnellement tenus pour responsables.

21. REGLEMENTS D'ORDRE INTERIEUR

- 21.1. Le Conseil d'administration adopte le règlement d'ordre intérieur, qui met en œuvre et précise les dispositions des présents statuts et encadre également les activités quotidiennes de l'Association.
- 21.2. En cas de divergences entre le règlement d'ordre intérieur et les présents Statuts, ces derniers prévaudront.

22. LANGUES

- 22.1. La langue de travail officielle de l'Association est l'anglais.
- 22.2. La version française de ces Statuts est la version officielle.

23. DROIT APPLICABLE

- 22.3. Le droit belge est applicable à toute matière non couverte par les présents Statuts ou par tout règlement établi pour leur mise en œuvre.

DECISIONS DES COMPARANTS

A l'instant, les comparants se sont réunies et ont pris les décisions suivantes à l'unanimité :

1. Premier exercice social

Le premier exercice social commencera le jour où l'association sera dotée de la personnalité juridique et se clôturera le 31 décembre 2018.

2. Première assemblée générale annuelle

La première assemblée est fixée en mai 2019.

3. Conseil d'administration

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Conformément à l'article 12 des statuts, le Conseil d'administration est composé de sept (7) administrateurs. Sont appelés à ces fonctions, pour un terme de trois (3) ans à l'exception de Monsieur Christopher KEANE, Adrienn CSEKÖ et Nelson MATILDE CRISTO qui sont élus pour une période d'un (1) an :

- 1) Monsieur HENLEY Stephen, de nationalité britannique, né à Londres le 1^{er} septembre 1946, domicilié 185, Starkholmes Road, Matlock DE4 5JA, Derbyshire, Royaume-Uni, titulaire du numéro national bis 46.49.01-045.70.
- 2) Monsieur FALCK Wolfgang Eberhard, de nationalité allemande, né à Darmstadt le 1^{er} mai 1956, domicilié rue de Béarn, 1, à 92210 Saint-Cloud, France, titulaire du numéro national bis 56.45.01-205.92.
- 3) Madame HARTAI Eva, de nationalité hongroise, née à Sarospatak (Magyarorszag) le 14 août 1951, domiciliée University of Miskolc, H3515 Miskolc-Egyetemváros, Hongrie, titulaire du numéro national bis 51.48.14 -034.80.
- 4) Monsieur KOMAC Marko, né à Ljubljana le neuf octobre mil neuf cent septante et un, domicilié Mesarska c . 12, SL 1000 Ljubljana, Slovénie, titulaire du numéro national bis 71.50.09-099.17.
- 5) Monsieur KEANE Christopher Matthews, de nationalité américaine, né le 30 novembre 1970, domicilié 4220 King Street, Alexandria, VA 22302, Etats-Unis d'Amérique, titulaire du numéro national bis 70.51.30-283.62.
- 6) Madame CSEKÖ Adrienn Erzsebet, de nationalité hongroise, née à Mezotur le 29 mars 1981, domiciliée El Fronton 37. El Castillo, 38787 Garafía, Santa Cruz de Tenerife, Espagne, titulaire du numéro national bis 81.43.29-096.66.
- 7) Monsieur MATILDE CRISTO Nelson Manuel, de nationalité portugaise, né à Évora le 17 décembre 1974, domicilié Rua Aristides de Sousa Mendes 3B, 1600-412 Lisbonne, Portugal, titulaire du numéro national bis 74.52.17-265.76.

Les administrateurs ont désigné en qualité de :

- Secrétaire général : Monsieur Vitor Manuel RAMOS CORREIA, né à Lisbonne le treize février mil neuf cent soixante-six, domicilié casa Amarela, Vale de Murinhais 267-630 Bucelas, Portugal, titulaire du numéro national bis 66.42.13-221.02.
- Président : Monsieur HENLEY Stephen, prénommé ;
- Vice-présidents (2) : Monsieur FALCK Wolfgang Eberhard et Madame HARTAI Eva, prénommés ;
- Trésorier : Monsieur KOMAC Marko, prénommé.

4. Reprise des engagements conclus au nom de l'association en formation

Les comparants déclarent reprendre au nom et pour le compte de l'association, tous les engagements contractés durant le temps où elle était en formation, à savoir depuis le 1^{er} janvier 2017.

Cette reprise n'aura d'effet qu'au moment où l'association sera dotée de la personnalité juridique.

ATTESTATION NOTARIEE

Conformément à l'article 46 de la loi du 27 juin 1921, le Notaire soussigné atteste, après vérification, le respect des dispositions prévues par le Titre III « Des associations internationales sans but lucratif » de ladite loi.

INFORMATION-CONSEIL

Les fondateurs déclarent que le Notaire les a entièrement informés sur leurs droits, obligations et charges découlant des actes juridiques dans lesquels ils sont intervenus et qu'il les a conseillés en toute impartialité.

DROITS D'ECRITURE (Code des droits et taxes divers)
Le droit s'élève à cinquante euros (50 €).

DONT ACTE.

Fait et passé à Bruxelles, en l'Etude mentionné ci-dessus.

Date que dessus.

Lecture faite, les parties ont signé avec Nous, Notaire.

(Suivent les signatures)

ENREGISTRE 16 ROLE(S) aucun RENVOI(S)
AU Bureau d'enreg. BRUXELLES 3-AA
LE 25/09/2017, VOLUME 0, FOLIO 0, CASE 18119
RECU 50,00, cinquante euros
Le Receveur

8 Appendix 2 – Bylaws

International Raw Materials Observatory, AISBL

Belgium

INTERNAL REGULATIONS

BACKGROUND:

- A. These internal regulations of the international non-profit association "*International Raw Materials Observatory*", abbreviated "INTRAW" (hereinafter the "**Association**"), regulate the functioning of the bodies of the Association as described in Article 21 of the Statutes (hereinafter the "**Internal Regulations**").
- B. Words and expressions used in the Internal Regulations in capital letters have the same meaning as set out in the Statutes of the Association and, in case of contradiction between the Internal Regulations and the Statutes, the Statutes shall prevail.
- C. The Internal Regulations provide a set of practical rules for the Association for the implementation of its statutory provisions. The Internal Regulations are binding upon the Association and the Members.
- D. The Internal Regulations were approved at the Executive Board meeting of the Association of 16th March 2020, in accordance with Article 21.1 of the Statutes.

CHAPTER 1 – MEMBERSHIP

Article 1 – Application Procedure

1.1 Any application for (full or associated) membership shall be sent to the Secretary-General in accordance with Article 6.1 of the Statutes. Such letter shall include information on the applicant's corporate status and its activities.

1.2 In addition to the criteria in Article 5 of the Statutes, an entity will be deemed ineligible for membership only if there are material reasons to believe that the candidate does not meet eligibility criteria, that its membership would damage the reputation or the work of the Association or that its membership would otherwise be detrimental to the Association. The decision of the General Assembly sets forth the grounds on which a decision to reject an

application is based but is final.

- 1.3** If a Member is of the opinion that the membership of a candidate would be detrimental to the Association, it may ask the Members to debate the application of such candidate at the meeting of the General Assembly. The Member can also propose to defer or adjourn the vote over the application of such candidate.
- 1.4** Decisions regarding admission of new Members shall be communicated in writing to the candidates within three (3) months of receipt of such application by the Secretary-General. Membership will take effect from the date of the approval of the membership admission by the Executive Board.
- 1.5** Within the month following such approval, the new Member shall appoint one person in charge of its representation within the General Assembly by a letter addressed to the Secretary-General. Members shall notify any change affecting their representation by following the same notification procedure.

Article 2 –Membership Fee

- 2.1** The membership fee owed by each Member in accordance with Article 8.2 of the Statutes shall be proposed by the Executive Board and established by the General Assembly annually.
- 2.2** The membership fee established by the General Assembly is a minimum contribution of the relevant Member. Members are encouraged to make a voluntary contribution in addition to the membership fee.
- 2.3** In exceptional circumstances and upon the motivated request of such Member(s), the General Assembly may decide to (i) reduce the membership fee of one or more Members or (ii) allow one or more Members to pay their membership fee in kind.
- 2.4** The membership fee shall be established in Euros (€). Where the Euro is not the currency used in the Member's country of origin, the currency shall be converted into Euro using the Euro Foreign Exchange Reference Rates published by the European Central Bank in Frankfurt/Main, Germany on the payment date. This Euro Foreign Exchange Reference Rate is displayed on the appropriate Reuters Screen as of 11:00 a.m., London time.

Article 3 –Exclusion from Membership

- 3.1** The exclusion from membership shall be decided in accordance with Article 7.4 of the Statutes. Prior to the vote regarding the exclusion, the Member will have the right to explain itself to the General Assembly.
- 3.2** The decision of exclusion will be notified to the Member by registered letter sent by the President of the Executive Board. Exclusion shall take effect as of the date of notification of the resolution

deciding the exclusion but the expelled Member will remain liable for its financial obligations to the Association until the end of the financial year. The expelled Member is also not entitled to claim back the contributions that it has provided to the Association.

Article 4 – List of Members

- 4.1** An up-to-date alphabetical list of all Full and Associate Members shall be maintained and published by the Secretary-General.
- 4.2** Any Full and Associate Member is obliged to notify its registered corporate name and any change thereto to the Secretary-General.

CHAPTER 2 – BODIES, INSTITUTIONS AND FACILITIES OF THE ASSOCIATION

Article 5 – General Assembly (Article 10 of the Statutes)

5.1 Notices

- 5.1.1** Meetings of the General Assembly shall be called in accordance with Article 10.2 of the Statutes. Without prejudice to the four (4) weeks prior notice, a meeting of the General Assembly is validly called with shorter notice, provided all Members of the Association agree unanimously to waive such prior notice. The day when the notice is posted and the day of the meeting shall not be taken into account when calculating this period. Material and appendices to the discussion material should be sent out by the given time limits.
- 5.1.2** The notice shall set out the place and time of the meeting as well as the items on the agenda and, if applicable, motions to be voted on. Amendments to the agenda must be communicated to the Members at least five (5) calendar days before the date of the meeting. As the case may be, if the amendments to the agenda entail the discussion of new material or appendices, the documentation shall be communicated at the same time to the Members. Amendments to the agenda require a Member to request said amendment specifying the purpose and reasons.
- 5.1.3** Items that have not been communicated to the Members within the abovementioned and/or statutory time limits may be discussed if no Member present objects to the discussion thereof. An absent Member may raise an objection to the discussion of such item within a week after receiving the minutes of the meeting; any resolution adopted on this item shall then be deemed to not have been adopted and the item must be discussed again at another meeting to be called. If no objection is raised, the discussion of all items on the agenda shall be deemed to have been approved.

5.2 Organisation of the General Assembly meetings

- 5.2.1** The preparation of the meetings is the responsibility of the President of the Executive Board and is organised by the Secretary-General.
- 5.2.2** The meetings of the General Assembly shall take place at the registered headquarter of the Association or, considering its international scope, at any other location indicated in the notice, even if outside Belgium, provided, in such case, it does not prejudice the right of any Member to make itself represented at the General Assembly.
- 5.2.3** Without prejudice to Article 5.2.2 above, the meetings of the General Assembly may also take place through videoconferencing or teleconferencing systems and the Chair of the General Assembly will be responsible for ensuring the integrity of the communications. The meetings of the General Assembly may also take place in writing. Decisions taken by videoconference, teleconference or in writing are deemed to take place at the registered office of the Association. Decisions taken by videoconference or teleconference are deemed to come into force on the date of the meeting. Decisions taken in writing are deemed to come into force on the effective date mentioned on the written resolutions.
- 5.2.4** If decisions have to be taken by circular letter (in writing), the Chair of the General Assembly sends a letter to all Members. The circular is sent by letter, facsimile, or any other written means (including electronic format). The letter enumerates the decision(s) to be taken, followed by the three (3) possible voting modalities:

- In favour of the decision;
- Against the decision;
- Abstention.

As the case may be, working documents are attached to the letter. The letter equally indicates the date upon which it must be sent back to the registered office of the Association, duly completed by the Members. The term granted to the Members to send the letter back must be at least fourteen (14) calendar days. Any letter received after the indicated date shall not be taken into account. The same applies for any letter that is not duly and properly filled in. At the expiry of the term mentioned in the letter, the Chair of the General Assembly proceeds to the counting of the votes. The Chair of the General Assembly communicates to all Members, within eight (8) calendar days as of the said date of return, whether or not the decisions mentioned in the letter have been validly taken, in compliance with the attendance and the voting quorums required by the Statutes.

- 5.2.5** The ordinary meetings of the General Assembly shall be held by 31st May of each fiscal year. The approval of the annual accounts of the Association of the previous fiscal year shall be tabled during the annual ordinary meeting.

5.3 Decision-making process

- 5.3.1** A General Assembly can only take decisions if a majority of the Full Members (i.e. 50% plus one) are represented at the meeting. An attendance list, indicating the Member's name, shall be signed prior to the meeting by the representative. If videoconferencing or teleconferencing systems are used, the software shall allow the identification and log of participants, and the Chair of the General Assembly shall identify register the presence of

members assisting remotely in the attendance list.

- 5.3.2** No business shall be transacted at any meeting of the General Assembly unless the quorum specified in Article 5.3.1 above is reached. If the quorum is not met one hour after the time appointed for the meeting, the meeting shall stand adjourned and the President of the Executive Board shall call another meeting with the same agenda no earlier than twenty (20) calendar days after the first meeting. The second meeting of the General Assembly shall be entitled to take valid decisions, irrespective of the number of Members present or represented.
- 5.3.3** If the Chair of the General Assembly is not present within thirty (30) minutes after the time appointed for holding the meeting, the Vice-Chair or, in his/her absence, another delegate of a Full Member designated by the General Assembly shall chair the meeting of the General Assembly.
- 5.3.4** Upon a decision of the Executive Board in accordance with Article 7.4 of the Statutes, a Member shall not have the right to vote or to issue a negative statement on any matter at the General Assembly meeting if all accounts payable in respect of its financial contribution have not been paid within three (3) months of the due date.
- 5.3.5** For all decisions of the General Assembly abstentions shall not be taken into account and, in the case of a written vote, blank and mutilated votes will not be counted in the votes cast. All votes will be taken by a show of hands, unless at least 1/3 of the representatives at the General Assembly request a secret ballot. Secret ballots are only possible if no participants are attending remotely through videoconferencing or teleconferencing systems.
- 5.3.6** When a secret ballot is to take place, the Chair of the General Assembly shall appoint scrutineers and fix the conditions and procedures of the ballot. Ballot forms indicating the relevant numbers of votes of each Full Member will then be distributed to the Full Members present at the meeting of the General Assembly. Upon completion, the Full Members will be called by the Chair of the General Assembly, in alphabetical order, to put their ballot forms in the ballot box.

5.4 Minutes

- 5.4.1** Minutes of the meetings of the General Assembly shall be sent out to each Member and, once approved, signed by the Chair of the meeting. The draft minutes shall contain the place and date of the meeting, the participants, the items on the agenda, the essence of the discussions and the resolutions.
- 5.4.2** Voice recordings of the meetings of the General Assembly may be made to assist the drafting of the minutes. Such recordings shall be kept confidential and must be destroyed once the relevant minutes have been approved.
- 5.4.3** Members who wish their statements to be recorded in the minutes shall provide a written statement to the Chair of the General Assembly. The Chair of the General Assembly shall include all such statements in a single annex appended to the minutes.
- 5.4.4** The draft minutes shall be forwarded to each Member of the Association no later than four (4) weeks after the meeting. Amendments to the minutes can be sent up to two (2) weeks before the next General Assembly meeting.

- 5.4.5** The Secretary-General shall ensure that all minutes - and any annexes thereto - are filed for reference.

Article 6 – Executive Board (Article 12 of the Statutes)

6.1 Election of the Executive Board

- 6.1.1** The directors are appointed for a (renewable) period of three (3) years. At least one third of the members of the Executive Board shall be elected by the General Assembly every year, following the first in / first out method.
- 6.1.2** The President shall notify Full Members of posts that will be the subject of a forthcoming election and shall invite nominations for the vacant posts. These notifications shall be issued not later than eight (8) weeks before the date of the General Assembly meeting at which the elections will take place.
- 6.1.3** When an election has been called, a Supervisory Committee will be formed of the members of the Executive Board whose terms have not lapsed and who are not standing for election. The Chairman of the Supervisory Committee shall be the President or a Vice-President (or, if both are standing for election, one of the other directors) The Secretary-General will notify the Full Members of the names of the members of the Executive Board that form the Supervisory Committee.
- 6.1.4** All Full Members who wish to put forward a candidate for a seat on the Executive Board to be elected by the General Assembly must notify the Secretary-General thirty (30) days before the General Assembly meeting in question. A Full Member may nominate only one candidate for each vacant position.
- 6.1.5** Nominees shall be an officially appointed representative of one of the Full Members. Nominees may also be directors currently serving on the Executive Board.
- 6.1.6** Each nomination shall be supported by a brief resume of the candidate's experience and a statement as to their suitability for the post, a statement from the nominee that they are willing to stand for election as director and his/her electoral proposals of the objectives and achievements for the period of their election.
- 6.1.7** Nominations, including the supporting information, are to be submitted in writing to the Secretary-General and received at least four (4) weeks before the date of the General Assembly meeting at which the election of Executive Board members is to be conducted. Nominations received after this date will not be accepted.
- 6.1.8** In the event that not enough candidates are put forward by the Full Members to ensure the minimum number of five (5) active Executive Board seats, no later than thirty (30) days before the General Assembly meeting, the President shall have the task of appealing again for candidates to all Full Members in order to assure that all the seats are allocated. Full Members

will have a further fifteen (15) days for putting forward a candidate.

- 6.1.9** The Supervisory Committee will review all nominations for admissibility and will notify the nominator of any nominations which are deemed inadmissible, with reasons, within one week after the closing date for nominations.
- 6.1.10** If the nominator disputes the ruling of the Supervisory Committee, the nominator shall notify the Committee within one week of being informed that the nomination is deemed inadmissible, with reasons.
- 6.1.11** The Supervisory Committee will consider the dispute and notify the nominator if the nomination is deemed admissible or not in the light of the information received.
- 6.1.12** The Supervisory Committee will issue a report detailing nominations and details of any disputed nominations to the General Assembly at least one (1) week before the date of the General Assembly meeting at which the election of the Executive Board members is to be conducted. The details of any disputed nominations will include the case made by the nominator and the justification by the Supervisory Committee for their decision.
- 6.1.13** Nominees shall be present at the General Assembly Meeting at which the election of Executive Board members is to be conducted. Each nominee may address the General Assembly in support of their nomination for election. Each nominee that chooses to address General Assembly must do so using the working language of the Association (English) and the address shall last no longer than 5 minutes.
- 6.1.14** During the General Assembly meeting, each Full Member may vote for a total number of candidates up to the number of seats then contested for the Executive Board. The candidates with the highest number of votes shall be declared elected. When candidates receive the same number of votes, a second vote shall take place to decide which one of these candidates shall be elected.
- 6.1.15** There is no limitation on the number of years that a person, upon renewal of his mandate pursuant to Article 12 of the Statutes, may be a director. The General Assembly may dismiss directors only for cause, which is (i) any act of personal dishonesty in connection with his or her responsibilities as a director and intended to result in substantial personal enrichment of such director, (ii) the director's conviction of a felony which the General Assembly reasonably believes to have a material detrimental effect on the Association's reputation or activities, (iii) a wilful act by the director which constitutes misconduct and is materially injurious to the Association or (iv) continued wilful violations by the director of his or her obligations to the Association after written notification thereof.
- 6.1.16** Directors shall not be remunerated. Only the reimbursement of expenses is possible. This must be the subject of an express decision by the President and the Treasurer. Accounting documents supporting the expenses shall be annexed to the application for reimbursement of such expenses.

6.2 Meetings

- 6.2.1** The Executive Board meets at least four times a year and whenever circumstances so require.

- 6.2.2** The preparation of the Executive Board meetings is the responsibility of the President of the Executive Board, assisted by the Secretary-General. The meetings may take place through videoconferencing or teleconferencing systems
- 6.2.3** No third party other than the Secretary-General may attend the meetings of the Executive Board, unless with a prior invitation. The invitation shall be sent by the President or, failing that, by a Vice-President.
- 6.2.4** Decisions of the Executive Board shall be adopted by a simple majority of the votes cast. In the event of a tie, the President has the casting vote.

6.3 Minutes

- 6.3.1** The proceedings of the Executive Board meetings shall be recorded as action points and decisions in minutes, which shall contain the date, time and place of the meeting, the agenda and the decisions taken.
- 6.3.2** The minutes of Executive Board meetings must be archived electronically and made accessible to Full Members of the Association.

Article 7 – Secretary-General (Article 14 of the Statutes)

- 7.1** In accordance with Article 14 of the Statutes, the Executive Board shall appoint and supervise a Secretary-General, in charge of the daily management of the Association. The Secretary-General shall also be responsible for:
 - providing an audited account of the management and finances of the Association to the Executive Board;
 - submitting the draft annual budget for the following financial year to the Executive Board;
 - preparing the annual review and other communication tools such as internet and social media;
 - communicating regularly with the Members, the Executive Board and the Chairs on issues decided on by the General Assembly and/or the Executive Board;
 - presenting activity reports to both the Executive Board and the General Assembly;
 - serving as the primary contact between the Association and the external bodies;
 - reviewing progress of Committees and Working Groups against project plans.
- 7.2** The Secretary-General may be engaged either on a consultancy basis or as an employee of the Association.

Article 8 – Secretary-General (Article 15 of the Statutes)

8.1 In accordance with Article 14 and Article 15 of the Statutes, the Director General will establish the Secretary-General (CCU). The Secretary-General will be responsible for the daily administration and bookkeeping of the Association (convening of meetings, finance reporting, etc.) and assisting the Director General.

The Secretary-General shall also be responsible for:

- providing an audited account of the management and finances of the Association to the Executive Board;
- submitting the draft annual budget for the following financial year to the Executive Board;
- preparing the annual review and other communication tools such as intranet and extranet;
- communicating regularly with the Members, the Executive Board and the Chairs on issues decided on by the General Assembly and/or the Executive Board;
- presenting activity reports to both the Executive Board and the General Assembly;
- serving as the primary contact between the Association and the external bodies;
- reviewing progress of Committees and Working Groups against project plans.

8.2 The Officers of the Secretary-General will be appointed by the Director General. They may be engaged either on a consultancy basis, as employees of the Association or as secondees assigned by a Member.

Article 9 – Advisory Board

9.1 In accordance with Article 11 of the Statutes, the Advisory Board will have a consultative role to the General Assembly and the Executive Board.

9.2 The modalities of the composition, organization and functioning of the Advisory Board will be defined in an Annex to these Internal Regulations.

Article 10 – Working Groups

10.1 In accordance with Article 12.1 of the Statutes, the Executive Board may establish working groups dedicated to special fields. The working groups will have an advisory role to the General Assembly, the Advisory Board and/or the Executive Board.

10.2 If applicable, the modalities of the composition, organization and functioning of the Working Groups will be defined in an Annex to these Internal Regulations

CHAPTER 3 – POLICIES OF THE ASSOCIATION

Article 11 – Ethical conduct and compliance

11.1 The Association shall not accept funds that might impair its independence or reputation. To this end, the Association shall accept resources only from entities who share its anti-corruption objectives. The Association shall not accept resources granted under condition or structured such that the Association would refrain from independent action, pursues activities inconsistent with its purpose, or refrains from pursuing activities consistent with its purpose.

11.2 Each Member of the Association is committed to unyielding integrity and to respect confidentiality on the Association's internal documents. They shall maintain and enforce adherence to lawful business practice and shall act in good faith and transparency to other Members.

11.3 Each Member of the Association commits to comply with European Union's regulations in the field of competition, anti-trust, and to fight against bribery and corruption.

11.4 The Association and its Members are committed to reducing the Association's environmental impact, within all its operations and conduct. The Association and its Members shall strive to integrate and apply environmental values into the Association's decision-making processes and in its relationships with external partners.

Article 12 – Non-Disclosure of Information

12.1 All information in whatever form or mode of transmission, which is disclosed by a Member (the "**Disclosing Member**") to any other Member or the Association (the "**Recipient**") in connection with its activities and which has been explicitly marked as "confidential" is "confidential information".

12.2 The Recipients hereby undertake:

- Not to use confidential information otherwise than for the purpose for which it has been

- disclosed;
- Not to disclose confidential information to any third party without the prior written consent by the Disclosing Member, except if that third party is an affiliate of a Member and provided the Recipient causes the affiliate in question to comply with all obligations set out in this Article;
 - To ensure that internal distribution of confidential information by a Recipient shall take place on a strict need-to-know basis;
- 12.3** The above shall not apply for disclosure of use of confidential information, if and is so far as the Recipient can show that:
- The confidential information becomes publicly available by means other than a breach of the Recipient's confidentiality obligations;
 - The Disclosing Member subsequently informs the Recipient that the confidential information is no longer confidential;
 - The confidential information is communicated to the Recipient without any obligations of confidence by a third party who is in lawful possession thereof and under no obligation of confidence to the Disclosing Member;
 - The disclosure or communication is foreseen by the provisions of the Statutes or the Internal Regulations;
 - The confidential information was already known to the Recipient prior to Disclosure.

Article 13 – Intellectual Property and Access Rights

- 13.1** INTRAW shall be acknowledged as contributor in each presentation, report and publication related to the projects performed with the participation of the Association. The Association shall be consulted before any of these presentations, reports or publications.
- 13.2** Special agreements defining specific intellectual property and access rights will be established on a case-by- case basis.

Article 14 – Dissemination

- 14.1** The Association shall take all appropriate action to promote its activities and their contribution to research, education, international cooperation and policymaking.
- 14.2** The Association shall use several channels to reach the target audiences, such as web portals, newsletters, workshops, presence at conferences, articles in journals and daily newspapers.

Article 15 – Procurement

15.1 All procurement activities shall be based on an open and honest competition between suppliers in order to achieve best value. The forces of competition drive the suppliers towards offering services and products at a better quality and lower price than they believe their competitors are able to offer. When there is a “request for quotation” there should always be at least three tenders invited. If the competition is limited or there is only a single source competition, the procurement can be accepted if one of the following two criteria is met:

- The services or products needed are available only from one supplier and no other goods or services will satisfy the needs, or
- The need is of such unusual and compelling urgency that the Association will be seriously injured.

15.2 All suppliers shall be dealt with equally, with integrity, fairness and courtesy and in a professional manner throughout the procurement process. One should communicate honestly and build trust. Relationships with suppliers should be constructive, but built on a competitive approach that will lead to cost savings and better quality. It is important to ensure that all suppliers receive the same information at the same time and thus are given equal chances to provide a competitive offer.

15.3 The selection of the suppliers in individual procurement cases shall be justified and documented. The purpose of this is traceability in decisions that may be subject to internal and external audits. The business areas are responsible for establishing the internal control procedures and the documentation requirements for different procurements. The procedures and templates must comply with relevant quality standards and applicable rules and legislation.

Article 16 – Recruitment

16.1 The Association shall apply a strict recruitment policy, which is based on detailed procedures.

16.2 Recruitment to all positions will be made after approval of the relevant vacancy or vacancies by the Executive Board.

16.3 Appointments to all positions will be made on merit, regardless of gender, religion, disability, family status, sexual orientation, etc. The Association is committed to open, fair, and transparent appointment, recruitment, hiring, and procurement procedures and practice:

- Family members, friends and organisations with which the Association's Members, directors or employees (or their families or friends) are associated, shall not be accorded preferential treatment;
- To manage potential conflicts of interest, the Association's Members, directors or employees shall disclose such connections with potential applicants or candidates of whom they are aware. The relevant Member, director or employee shall refuse itself from any recruitment or contracting process where it has a conflict of interest. The Association shall ask shortlisted candidates to declare such relations. The Association shall not allow situations in which close family relatives or partners are in a direct reporting relationship to one another.

- 16.4** The basic recruitment procedure consists of an open and public selection. Any person that considers it meets the recruitment conditions described in the job opening may apply. The applications shall be pre-selected on the basis of the CV and the letter in support of the application; pre-selection may include a telephone screening. The pre-selected candidates are afterwards submitted to a selection procedure, which depending on the position, may consist of interviews with a selection committee, who may be supported by external experts.

Article 17 – Employment

- 17.1** The Association shall promote equal opportunities in employment, regardless of gender, marital status, race, colour, ethnic origins, sexual orientation, disability, and religious and political affiliation. It shall create a working atmosphere, in which the Association's employees:
- will treat each other and those with whom they work with respect and consideration, being sensitive to their diversity, including in terms of cultural background, gender, religion, disability, family status, sexual orientation, etc.;
 - will communicate and consult with each other openly and collegially and in a manner that assists each of them to fulfil their duties and responsibilities faithfully and efficiently;
 - will respect the privacy and private lives of their colleagues when dealing with personal information;
 - undertake to ensure adequate consultation with any staff member before making any decision, which may impact upon that staff member.
- 17.2** The Association shall require integrity and fair practices in all aspects of its activities and it shall expect the same standards of those with whom it has relationships. The Association shall not tolerate corruption and shall prohibit bribery in any form, whether direct or indirect. This includes facilitation payments, which are bribes and must not be made.
- 17.3** As the acceptance of a gift may appear to create an obligation, the Association's Members, directors or employees shall avoid giving or accepting gifts, favours and gratuities in connection with its role within the Association. No discount, gift, entertainment or favour, that may influence or be perceived to influence the exercise of the recipient's function, or the performance of the recipient's duties or his judgment, shall be accepted directly or indirectly.
- 17.4** The Association shall be as open as possible about all decisions and actions it takes with respect to employment, taking into account the need for confidentiality in some situations. The Association shall treat information obtained in this framework with confidentiality, when its nature calls for it or when this is explicitly requested, and shall not use any such information or materials for other than the intended purposes. This obligation continues after the employee's separation from the Association.

Article 18 – Finances

- 18.1** The resources of the Association are constituted as described in Article 8 of the Statutes.
- 18.2** All accounts and other financial data of the Association shall be based on euros.
- 18.3** The Association shall not secure any debt by mortgage, nor by pledging its assets. The Association shall also not guarantee the financial obligation of any Member or of any third party.

CHAPTER 4 – MISCELLANEOUS

Article 20 – Notices

- 20.1** Any notice to be given pursuant to the Statutes and these Internal Regulations shall be in writing.
- 20.2** The Association shall send all notices to a Member by mail, fax or electronic mail at its registered address or such other address as the Member may have notified to the Secretary-General for such a purpose.

Article 21 – Language

- 21.1** The English language shall govern all documents, notices, meetings and processes related to the Association.
- 21.2** All official documents issued by the Association requiring notification or publication, shall however be released in both English and French.