



Deliverable D8.5

Report on WRE launch and status



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Abstract	<p>This report provides an overview of the status of WRE at the time of reporting with detailed information on the legal, governance and financial documents produced over the duration of the DEMOWARE project that led to its incorporation and which form the basis for its management.</p> <p>It provides a report on the impact strategy developed to maximise the associations' communication and impact to meet its objectives. A description of the WRE website, which is the association main communication tool and platform for membership applications, is given with details on its design, functionalities, structure and content management system. Finally, the procedure to apply for WRE membership is described in the final section of this report, along with a summary of the membership status at time of reporting.</p> <p>Therefore this deliverable can be used as a guide for the management of WRE's affairs and website.</p>		

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Executive Summary

Water reuse plays an important role in the pursuit of sustainable water management. With a constantly increasing demand for water, a large number of European countries are investing in water reuse solutions. As a result, the number of industrial, agricultural, and municipal reuse schemes has grown significantly in recent years, reaching an estimated value of more than 200 schemes in operation. However, until now there has been no single voice to represent the sector's interests, views, and aspirations.

The mission of Water Reuse Europe is to create a collective identity for the European water reuse sector and promote an innovative and dynamic industry. Therefore WRE aims at stimulating the growth and competitiveness of the European water reuse sector by:

- Raising public awareness and understanding of water reuse practices;
- Facilitating the sharing of knowledge, good practices, techniques, research and experiences on water reuse amongst public and private entities involved in water reuse;
- Promoting European products, services and expertise in water reuse to communities around the world;
- Supporting European companies, and particularly small and medium-sized enterprises, in their efforts to commercialise safe and innovative water reuse solutions;
- Promoting research and innovation on water reuse.

Water Reuse Europe was officially incorporated at Companies House, United Kingdom's registrar of companies, on the 10th February 2016 and its website launched on the 15th September 2016.

This report therefore provides an overview of the status of WRE at the time of reporting with detailed information on the legal, governance and financial documents produced over the duration of the DEMOWARE project that led to its incorporation and which form the basis for its management.

It provides a report on the impact strategy developed to maximise the associations' communication and impact to meet its objectives. A description of the WRE website, which is the association main communication tool and platform for membership applications, is given with details on its design, functionalities, structure and content management system. Finally, the procedure to apply for WRE membership is described in the final section of this report, along with a summary of the membership status at time of reporting.

Therefore this deliverable can be used as a guide for the management of WRE's affairs and website.

1 Introduction

With a constantly increasing demand for water and the forecasted impacts of climate change on European surface water bodies, water reuse has been identified as one of the top priority strategies to put in place to ensure an integrated and sustainable management of water resources (EPIwater, 2012). Unsurprisingly, an increasing number of European countries have therefore put water reuse on their agenda and started investing in innovative solutions for the treatment of wastewater for a range of or reuse applications. These include water and wastewater recycling for non-potable purposes in agriculture, municipal, industry uses but also for indirect potable purposes.

However, the growth of the European Water Reuse sector has been relatively slow despite obvious benefits in terms of freshwater savings (Fawell *et al.*, 2016). Amongst the reasons behind this slow progression, the lack of European wide water reuse regulations is seen as one of the main barriers (Alcalde Sanz and Gawlik, 2014). Other barriers include a limited awareness of the benefits of water reuse, the low economic attractiveness of water reuse schemes, hence reused water vs. freshwater, a lack of cohesion between professionals from the public and private sectors and organisation involved in the development and implementation of water reuse schemes.

In the coming years (2014-2019), it is forecasted that the global water recycle and reuse market will grow at a rate of 22.4% (as Compound Annual Growth Rate (CAGR)¹) in terms of volume of water recycled and reused and a rate of 19.2% (as CAGR) in terms of revenue. But to ensure that the European water reuse sector will contribute actively and significantly to this global growth, the above challenges need to be addressed.

One way of doing so has been identified as creating a collective identity for the European water reuse sector and promote an innovative and dynamic industry. This is the ambition of Water Reuse Europe (WRE), the new voice for the water reuse industry developed through the WP8 activities. WRE's aim is to represent the sector's interests, views, and aspirations.

WRE will stimulate the growth and competitiveness of the European water reuse sector by:

- Raising public awareness and understanding of water reuse practices;
- Promoting the safe and effective use of recycled water in Europe;
- Facilitating the sharing of knowledge, good practices, techniques, research and experiences on water reuse amongst public and private entities involved in water reuse;
- Promoting European products, services and expertise in water reuse to communities around the world;
- Supporting European companies, and particularly small and medium-sized enterprises, in their efforts to commercialise safe and innovative water reuse solutions;
- Promoting research and innovation on water reuse.
- Encourage and facilitate the training and education of people involved in the water reuse sector.

¹ The compound annual growth rate (CAGR) is the mean annual growth rate of an investment over a specified period of time longer than one year. (Source: <http://www.investopedia.com/terms/c/cagr.asp>)

2 WRE status

2.1 Introduction

WRE is registered in the United Kingdom (UK) as a not-for-profit organisation with the legal status of a company limited by guarantee without share capital or use of 'Limited' exemption. It was officially registered in the UK at Companies House on the 10th of February 2016, Company number: 09998708 (Figure 1).



Figure 1 Certificate of Incorporation of WRE

2.2 Governance

The affairs of WRE are directed and coordinated by a Chief Executive Officer (CEO) and a board of seven directors. The governance structure of the association also includes a secretariat.

The founding board of directors (Figure 2) is composed of directors from five European member states and a range of professional backgrounds (public and private sector). Although employed by private or public companies and organisation, the directors act in their own capacity.

It should be noted that at the time of reporting, Paul Jeffrey is acting as an interim CEO and chair of WRE until the recruitment of a CEO when WRE's growth of cash flow - mainly resulting from memberships fees but also from activities and services provided by Water Reuse Europe- allows.

The principal roles of the CEO, the directors and secretariat of WRE are summarised in Table 1.

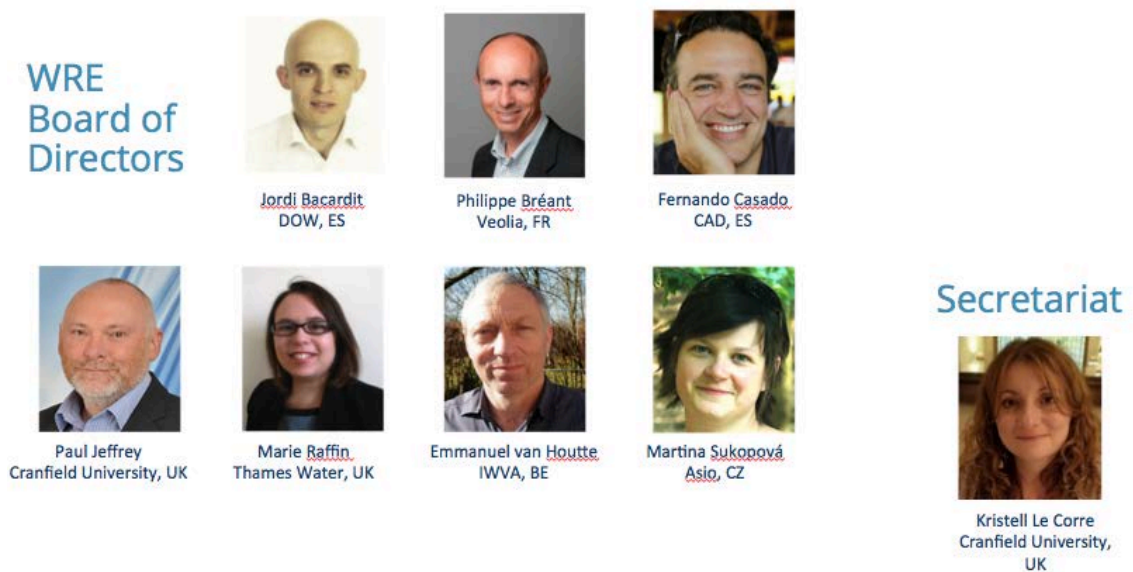


Figure 2 WRE governing structure

Table 1 Governance – Definition of roles

Position	Roles
CEO	<ul style="list-style-type: none"> • Manage the day-to-day activities of the association; • Line manage the association’s secretariat; • Work with the board to prioritise and cost services offered by the association; • Coordinate delivery of services offered by the association; • Actively recruit new members; • Approve membership applications; • Actively promote the associations’ activities; • Actively develop collaboration opportunities with associations, organisations or networks promoting water reuse through education, applied research or policy development. • Be a leading voice promoting the water reuse sector in Europe and beyond;
Directors	<ul style="list-style-type: none"> • Ensuring that annual accounts and other legal documents are submitted in due time to Companies House; • Defining the strategic plan and reviewing it every year; • Setting the association’s budget annually.
Secretariat	<ul style="list-style-type: none"> • Handling communications for the CEO; • Managing memberships; • Organising and running events; • Keeping track of the association’s expenditure (payments and invoices); • Keeping records of the association’s activities (membership records, minutes of meetings, decisions etc.);

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Processing invoices, salaries and payments. |
|--|---|

2.3 Incorporation process

The process towards the incorporation of WRE involved the development of a set of four main legal documents:

- The Articles of Associations which set out the rules for running WRE including the details of internal management affairs and legal responsibilities;
- The Memorandum of Association which sets out the company's name, address, and its list of subscribers that are stating their intention to form the company under UK law, and subsequently agree to become directors of the association. The document has to be signed by all directors.
- An application form to register WRE (IN01), which provide details of the directors, the secretary and the address of the limited company registered office. It also states that the limited company directors have complied with all procedures to form a limited company. The document has to be signed by all directors.
- Consents to acts, which are individual statements that the company directors and secretary have consented to act in their relevant capacity.

As illustrated in Table 2, the overall registration process took approximately six months.

Table 2 Incorporation process timeframe

Incorporation process	Documents	Date
Signature of legal documents by the directors (Sequential mailing procedure across six countries)	Memorandum of Association Registration form (IN01)	Sept–Nov 2015
Application 1	Articles of Association Memorandum of Association	30 Nov 2015
Feedback from Companies House	New registration procedure put in place by Companies house during the on-going WRE registration process including: <ul style="list-style-type: none"> • The release of a new version of the registration form IN01; • A requirement to signed consents to act for each director and the Office manager. Amendments to the Articles required.	14 Dec 2015
Application 2	Articles of Association Memorandum of Association New registration form (IN01) Seven Consents to act	28 Jan 2016
Feedback from Companies House	Certificate of incorporation of WRE.	16 Feb 2016

2.4 Articles of association

A copy of the Articles of Association of Water Reuse, as submitted in their final version to Companies

House in January 2016, are provided in full in Appendix 1. The document, which is the legal basis of the association, is made of 36 articles, distributed into six main parts:

PART 1: Interpretation and limitation of liability

This part defines the terms used in the document and states the liability of the directors.

The liability of each director is limited to £1, being the amount that each director undertakes to contribute to the assets of the Association in the event of it being wound up while he is a director or within one year after he ceases to be a director

PART 2: General arrangements

The articles constituting this section describe what type of association WRE is, its objectives and how it is financed, highlighting that the association is not established or conducted for private gain and its incomes or assets are only to be applied in promoting its objects.

The resources are secured through subscription fees received annually from members.

PART 3: Members

Through a series of nine articles, this section covers the members' rights, the different steps necessary to become a member, the different membership categories and the conditions that will lead to the termination of membership by the board of directors.

PART 4: Governance

The governance structure of WRE is described in this section, which is composed of a chief executive officer, seven directors constituting the board of the association, and a secretariat. The roles of these individuals, their powers and responsibilities, in the management of the association's business are also detailed. Part 4 also states how the board operates and the decision making process of the Board of Directors of WRE and the process in place to call a meeting of the board. It also states the need for directors to declare a conflict of interest and the processes in place for when a conflict of interest arises. Finally, The Governance section also gives a detailed account of the methods to appoint a CEO and directors of WRE, the termination clauses and permitted expenses.

PART 5: Meetings of the association

This part focuses on the organisation of the association's meetings and explains the general rules of the general meetings (AGM (who is allowed to attend and speak, the chairperson nomination process etc.) Finally, it describes the adjournment and voting processes at the meetings.

PART 6: Administrative arrangements

Part 6 explains the process to amend articles and the financial policy of WRE. It also describes how records and reports shall be kept, prepared and delivered according to the requirements of Companies House. Part 6 also provides a description of the conditions in which insurance can be purchased and maintained. Finally, it details the conditions of use of the association's name, logo and visual identity.

2.5 Finances

2.5.1 Source of incomes

As stated in its Articles of Association, Water Reuse Europe is a non-for-profit organisation and as such is not established or conducted for private gain and its incomes only to be applied in promoting its objects.

Water reuse services and activities are mainly funded through membership fees set by the board of directors. WRE welcomes membership applications from commercial companies and organisations active in

the European water reuse sector. The different categories of membership that WRE offers and the levels of fees associated with them at the time of reporting are described in Table 3.

As illustrated, the level of fees applying to commercial companies is split into four sub-categories, depending on the value of the companies' turnover. The turnover used should correspond to the turnover of the company for the last complete trading year, that is to say listed in their last full year accounting declaration to the authorities.

Table 3 WRE categories of membership - 2016

Category	Organisation/Company profile	Fees per annum
C1	Commercial companies involved in the water reuse sector (e.g. water services companies, equipment providers, consultancies, etc.).	
	C1a. Turnover below €1m.	€370
	C1b. Turnover between €1m and €6m	€1,250
	C1c. Turnover between €6m and €12m	€2,550
	C1d. Turnover above €12m	€6,150
C2	Public bodies involved in water reuse (e.g. regulators, publicly owned water supply bodies);	€740
C3	Universities / Research Centres;	€250
C4	Trade & professional associations (local, national, international);	€185

It should be noted that the WRE Board of Directors reserves the right to modify these fees at anytime. However, any change has to be clearly announced on the association's website.

In addition to membership fees, Water Reuse Europe shall accept funding from organisations, agencies and individuals only if approved by the board of directors. These funds shall be used to finance solely WRE's activities and deliver its aim and objectives.

2.5.2 Spending guidelines

The financial status of WRE is laid out in Articles 33, 34, and 35 (audit, membership fees, spending etc.). In addition, the directors of WRE established a guidance document to set out WRE's spending rules. These spending guidelines, which were adopted in June 2016, include WRE's priorities for spending, as well as principles for spending and banking, invoicing policy for goods and services supplied and financial control.

2.5.2.1 Priorities for spending

WRE spending will be used exclusively to promote WRE's objectives, which are:

- to facilitate knowledge exchange amongst public and private entities involved in water reuse;
- to promote European expertise and services in water reuse to a global audience;
- to support European companies (particularly SMEs) in their efforts to commercialise water reuse solutions;

- d. to raise public awareness and understanding of water reuse practices;
- e. to promote research and innovation on water reuse.

To these ends, eligible expenditure comprises spending on activities that support:

- a. The development and delivery of member services;
- b. Activities that promote understanding of the science and practice of water reuse;
- c. The organisation of events on water reuse (conferences, exhibitions, and workshops)

2.5.2.2 Principle of spending

Upon appointment, the WRE CEO is provided with an annual budget, which they will have authority to spend up to according to the following rules:

- All eligible expenditures made by the CEO under the limit of 5,000€ per single payment can be signed off by the CEO.
- Payments above 5,000€ require authorisation from the board.
- Payments made by the CEO must be in accordance with the budget of WRE voted by the directors each year and must not exceed 10,000€ per month.
- Payments made by the CEO, which are not contributory to the targets specified in the annual budget, require the authority of the board.
- All expenditure and payments must be reported at the following board meeting

WRE may provide directors with funds to meet eligible expenditures incurred or to be incurred by them in connection with their activities for WRE. For this purpose, the directors must justify their expenditure by providing details of their purchase to the CEO including the supplier's name and contact details, a description of the item purchased and reason for purchase (ex. attendance at an event etc.), the quantity and price per item and total cost.

WRE means of payment include a credit card, bank transfers and cheques, with the CEO having the authority to sign cheques.

2.5.2.3 Banking

Financing of WRE is managed via two bank accounts, a Sterling account (which is a requirement for any company registered in the UK) and a separate Euro account, both opened at HSBSC Bank plc, Milton Keynes, UK.

At the time of reporting, the bank mandate (i.e. list of people who can sign cheques and authorise transactions on the organisation's behalf) is limited to the Chair of the Board of Directors and the office manager. Any changes to the bank mandate will be approved and recorded by the board.

The expected main source of incomes being from membership fees from companies and organisation mainly located in the Euro area, transactions will be carried out in Euros whenever possible in order to facilitate payment.

Membership fees will initially be payable by bank transfer and all incoming payments will be banked within seven working days of receipt. For any payment received by cheque or cash, the office manager will ensure that such incomes are recorded immediately upon receipt.

2.5.2.4 Invoicing policy

A detailed invoicing policy for membership fees and other payments has been developed to ensure clarity of the payment procedure and facilitate future auditing of the association's accounts:

- All invoices are issued by the WRE office manager and approved by the CEO for any goods or services supplied.
- All invoices feature the WRE logo, a reference number, the amount due in both pounds and euros and the date by which the payment should be made.
- Invoices are sent within 10 days of purchase request for all WRE services/goods including membership fees.
- All invoices contain sufficient details of the goods or services provided to enable the recipient to understand clearly what he/she is being charged for.
- Payment should be made within 30 days of the date of the invoice. If a payment is not received within 30 days, the office manager should contact the client by phone and simultaneously send a reminder to the client by email requesting immediate payment. If this additional step is unsuccessful, the CEO shall write a formal letter to the client indicating a date after which late fees may apply (to be defined by the board). If the situation remains unsolved after another 10 days, the CEO shall write a letter stating that the client is in breach of contract and that WRE withdraws its services. In situations where the client already received the goods/services but did not pay for it, the client will be blacklisted to prevent him from purchasing any additional goods/services from WRE.
- Copies of all invoices are filed at the WRE offices and will be retained for five years.

2.5.2.5 Financial Control

As stated in the WRE Articles of Association, the directors of Water Reuse Europe have to ensure that a members' register, financial and accounts records are kept at the association's office and are available for review at any time.

Financial records are kept to enable WRE to meet its legal and other obligations, enable the board to be in proper financial control of WRE, and enable WRE to meet the contractual obligations and requirements of members and funders.

Each year, WRE will have to file its annual accounts and confirmation statement (previously known as annual return) to Companies House. The CEO will prepare these reports. Prior to filing, the WRE accounts will be audited by an independent auditor appointed by the board of directors and the board of Directors will be provided with an opportunity to review all returns and reports provided to Companies House. It should be noted that the first WRE accounts made up to 28 February 2017 will be due on 10 November 2017 and the first WRE Confirmation statement will be due by the 23 February 2017.

2.5.3 Financial plan

One of the roles of the directors of Water Reuse Europe consists in setting its budget annually. The budget of WRE is set up at the beginning of the financial year, reviewed at each meeting of the board of directors and may be amended by resolution if needed.

The directors of the association agreed that the amount of activities performed and services provided to its members should initially be kept at a minimum to ensure the financial wealth of the association. The principal objective of the association is indeed to build its name and credibility over its early life, hence increasing its chance to record growing numbers of memberships, find new funding opportunities, generate incomes through the organisation of events etc.

The following paragraph provides financial estimations of WRE revenues and expenditures for its fourth first years of existence. The figures have intentionally been kept to a minimum, making these projections fairly conservative. It should be noted that these projections provide an indication on how WRE could be run at this stage of its development, however the figures should be revised regularly to promote more accurate financial projections and help reduce business risks. It should also be noted that over its first year of existence (i.e. Feb 2016- Feb 2017), the budget of WRE will be limited to incomes from membership applications, the funding allocated to the WP8 activities of the DEMOWARE project to develop the association, including 7,000€ for travel and subsidence, 4,000€ for the development of promotional material and 12,000€ for the development of its website.

Despite the existence of strict spending guidelines as detailed in section 2.5.2.2 and a financial policy (Articles of Association - Art. N33) as well as regular reviews of the association's budget by its directors (i.e. biannually at a minimum) to reduce business risk, the profit to be made by WRE is intrinsically linked to incomes from membership applications. This means that the association is not immune from making a loss, especially in its first years of existence. Therefore, in the event expenses exceed revenues, the association shall agree a business overdraft with the bank to help managing fluctuations in the association's cash flow. This will provide a flexible access to additional cash while allowing WRE to review its strategic plan to maximise its profit and minimise its expenses. If within one year from the business overdraft application the association is not able to generate enough profit to overcome its expenses, WRE will have to cease activity.

2.5.3.1 Expenses

Personnel costs

WRE will be governed by a CEO in charge of managing the day-to-day activities of the association assisted by a board of directors who will be responsible for the management of the affairs of the association, including its budget and accounts, and for defining its strategic plan. An office manager will assist the CEO and the board with regards to all administrative tasks.

Over its first year of operation, no personnel costs have been budgeted as the association is managed by Paul Jeffrey, acting as interim CEO, a board of seven directors, and Kristell Le Corre Pidou acting as office manager as part of their activities for the DEMOWARE project.

In its second year of operation (Feb 2017-Feb 2018), with an expected growth of cash flow mainly resulting from memberships fees but also from activities and services provided by WRE, a CEO and an office manager should be recruited, with the CEO appointed based on a 60% full-time equivalent (FTE) and the office manager on a 50% FTE). Expenditures related to personnel employment at this stage are estimated in the following table:

Table 4 Estimated personnel expenditure (based on UK salaries for similar positions*)

Personnel	Salaries	Personnel	Salaries
	Year 1		Year 2
Chair	Covered by DEMOWARE	CEO***	54,600€**
Admin		Admin4*	14,000€
Total salaries		Total salaries	68,600€

* Source: www.payscale.com

** salary to increase every year based on 2.5% inflation rate.

*** 60% FTE of the 75th percentile salary for a similar position (Appendix 1)

***50% FTE of the 50th percentile salary for a similar position (Appendix 1)

Marketing and communication

To promote its activities in Year 1, WRE has developed some promotional material that can be used for various dissemination activities. The material generated at the time of reporting includes: leaflets, banners, pens, business cards etc. (Figure 3). This first set of items has been developed using the DEMOWARE budget for promotional material of 4,000€.

Over its first two years of operation, the main task of the association will be to further develop its website (<http://www.water-reuse.eu>), to showcase and promote its future activities and gather a network of re-use professionals. It is crucial for this platform to be functional and attractive as this will be the principal communication tool of the association and principal access point for all membership subscriptions.

The first version of the site, launched on the 15th September 2016, was financed using the budget allocated to UCRAN by the EU for this purpose, which was 12,000€.

Other expenses such operational costs (e.g. office rent), travel and subsidence etc. are detailed in the provisional budget illustrated in section 2.5.3.3.

2.5.3.2 Incomes

In terms of incomes, over its first year of existence, the association will be building up its cash flow through membership. WRE expects all DEMOWARE project partners to become members of the association before the end to the project. As DEMOWARE partners, they will be entitled to a 50% discount on membership fees (Table 3). The potential income from membership fees from DEMOWARE partners is 27,055€.

This income would cover the expenses for Year 1, but with additional number of membership applications outside the DEMOWARE consortium (i.e. with a minimum of one application per WRE category, corresponding to a total of seven members), WRE would make a profit of 34,140€.



WRE - A5 flyer



WRE – Pop up stand and rolling banners

Figure 3 Examples of WRE marketing material

2.5.3.3 Projections

Based on the previous figures, Table 6 provides a provisional financial plan for the first four years of operation of the association. For simplification purposes:

- Banking fees have not been taken into consideration.
- Expenditures related to the associations' activities and services have been kept to a minimum while incomes from memberships grow.
- Incomes from membership for Year 1 are based on 50% discount fees received from DEMOWARE partners and full fees received from a minimum of one applicant per membership category Table 5.
- Profits generated during Year 1 are reinvested in Year 2 to contribute to the association's growth in activities, and so on for Year 3 and 4.

From Year 2 (2017-2018), the association may be passed over to an independent management structure. New types of expenditures such as salaries, rent of an office and related operational costs (i.e. day to day expenses, electricity etc.) would need to be taken into account. These have been estimated at 87,198 €. In addition, the costs of further activities have been considered such as the development of databases, the organisation of specialised workshops and WRE's annual event. The objective of WRE's annual event will be to present the vision, aim and objective of the association, explain its role and promote its future activities to the EU water reuse sector. WRE is in the process of organising this event in Bruges (Belgium) in collaboration with the Intercommunale Waterleidingsmaatschappij van Veurne-Ambacht (IWVA) in October 2017. The costs associated with the organisation of such an event are estimated to be approximately 14,500€.

So overall expenses would reach 126,918€ by the end of Year 2. In parallel, in addition to the revenues and profits including the incomes from DEMOWARE partners' memberships, 35 companies and organisation would need to subscribe to WRE membership for the association to make a positive global profit of 3,227 € to be reinvested in Year 3.

By the end do YEAR 4, with a conservative projected number of members of 92 (including the 25 DEMOWARE partners), the association would make a global profit of 728€

Table 5 Conservative Membership projection from Year 1 to Year 4

Category Organisation/Company profile	Full Fees per annum	Membership projections				
		DEMOWARE (YEAR 1 to YEAR 4)	YEAR 1	YEAR 2	YEAR 3	YEAR 4
C1 - Commercial companies involved in the water reuse sector.						
a - Turnover below €1m.	€ 370	5	1	5	9	12
b - Turnover between €1m and €6m	€ 1,250	1	1	5	9	12
c - Turnover between €6m and €12m	€ 2,550	2	1	5	9	11
d- Turnover above €12m	€ 6,150	7	1	5	8	8
C2 - Public bodies involved in the water reuse sector.	€ 740	3	1	5	8	9
C3 - Universities, Research centres	€ 250	7	1	5	7	7
C4 - Trade / professional associations	€ 185	0	1	5	7	8
Total number of members incl. DEMOWARE partners.			32	60	82	92

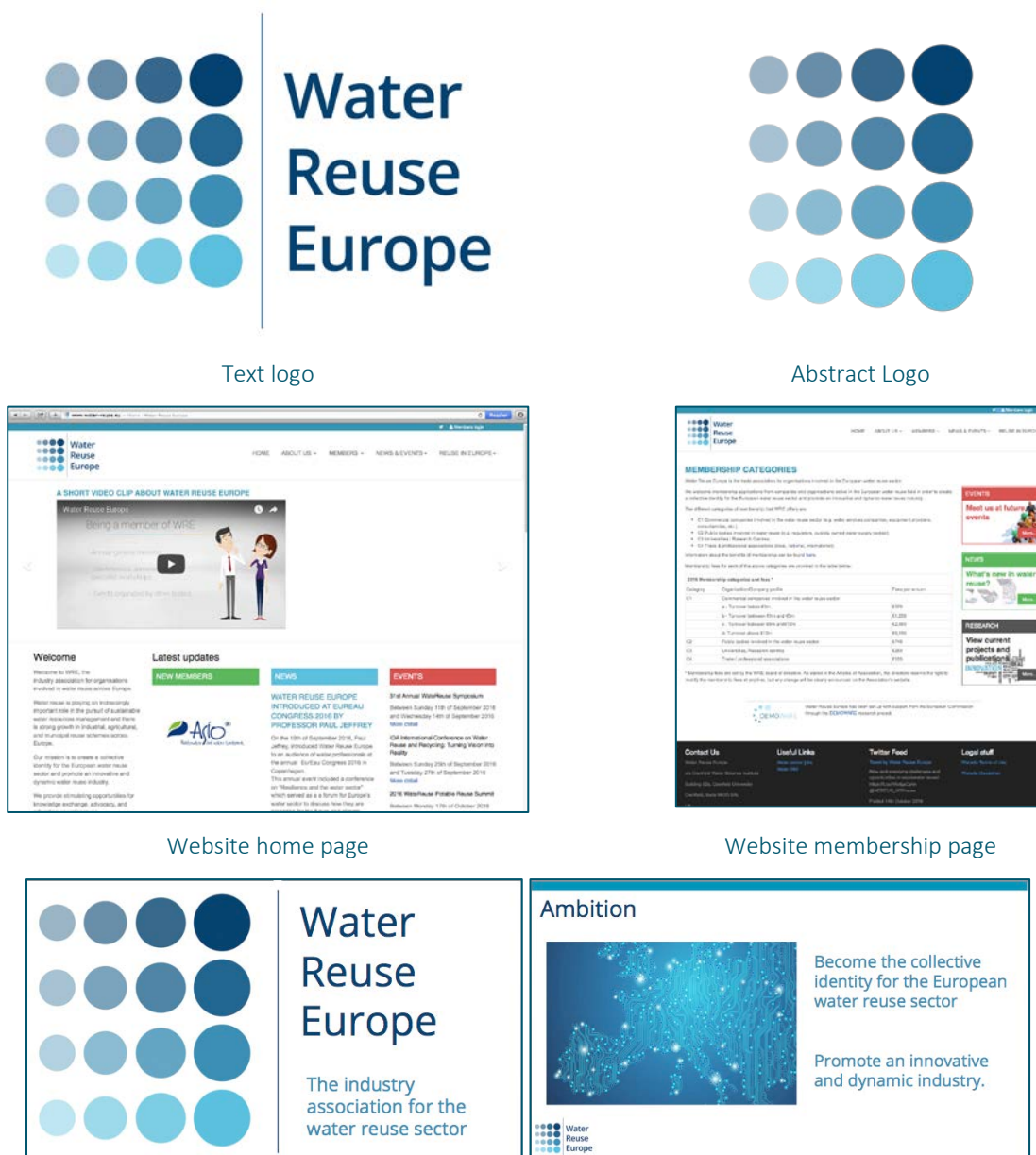
Table 6 Financial projections for Year 1 (2016-2017) to Year 4 (2017-2018)

Revenue	YEAR 1 (FEB 2016 / FEB 2017)	YEAR 2 (FEB 2017 / FEB 2018)	YEAR 3 (FEB 2018 / FEB 2019)	YEAR 4 (FEB 2019 / FEB 2020)
Demoware				
Travel and subsistence	7,000 €	0 €	0 €	0 €
Promotional material	4,000 €	0 €	0 €	0 €
Website	12,000 €	0 €	0 €	0 €
Membership				
Fees from Demoware partners (50% discount)				
1- Commercial companies	25,625 €	25,625 €	25,625 €	25,625 €
2- Public bodies	555 €	555 €	555 €	555 €
3- Universities/Research Centres	875 €	875 €	875 €	875 €
4- Trade & Professional Associations	0 €	0 €	0 €	0 €
Fees from new members				
1- Commercial companies	10,300 €	51,500 €	86,550 €	96,450 €
2- Public bodies	370 €	1,850 €	2,960 €	3,330 €
3- Universities/Research Centres	250 €	1,250 €	1,750 €	1,750 €
4- Trade & Professional Associations	185 €	925 €	1,295 €	1,480 €
Events/Workshops				
Registration fee/person - Non members (185€/pers)	0 €	2,775 €	2,775 €	2,775 €
Registration fee/person Members (120€/pers)	0 €	8,400 €	8,400 €	8,400 €
Registration fee/person Students (€75/pers)	0 €	2,250 €	2,250 €	2,250 €
Benefits from previous year		34,140 €	3,227 €	629 €
Other				
Total Revenue	61,160 €	130,145 €	136,262 €	144,119 €
Expenses				
Staff salary and benefits				
CEO	0.00 €	54,600 €	55,965 €	57,364 €
Office manager	0 €	14,000 €	14,350 €	14,709 €
Operational costs				
Occupancy (rent)	800 €	4,428 €	4,428 €	4,428 €
Utilities		3,000 €	3,000 €	3,000 €
Telecom		750 €	750 €	750 €
Printing, copying and other day to day needs	0 €	420 €	420 €	420 €
Equipment	0 €	0 €	0 €	0 €
Supplies	0 €	0 €	0 €	0 €
Travel and subsistence	10,000 €	10,000 €	10,000 €	10,000 €
Events/workshop				
Advertising	1,000 €	3,000 €	3,000 €	3,000 €
Venue hire	-	1,000 €	3,000 €	3,000 €
Catering (€30max/pers)	-	4,500 €	4,500 €	5,000 €
Promotional material	3,000 €	2,500 €	2,500 €	2,500 €
Site visits (bus rental etc.)	-	2,000 €	2,000 €	2,000 €
Accommodation for invited delegates (10)	-	1,500 €	1,500 €	2,000 €
Marketing and advertising	-	-	-	-
Website design and development				
Design	12,000 €	0 €	0 €	0 €
Website update		3,000 €	3,000 €	3,000 €
Hosting	220 €	220 €	220 €	220 €
Services to members /activities				
Development/maintenance of database	-	4,000 €	4,000 €	4,000 €
Specialised workshops across europe	-	8,000 €	10,000 €	10,000 €
Webinars	-	2,000 €	3,000 €	3,000 €
Other activities	-	8,000 €	10,000 €	15,000 €
Other				
	-	-	-	-
Total Expenses	27,020 €	126,918 €	135,633 €	143,391 €
Revenue over Expenses	34,140 €	3,227 €	629 €	728 €

2.6 Visual identity

The logo and visual identity of WRE including its website, marketing material, communication tools (i.e. PowerPoint templates, email templates, press releases templates, business cards etc.) were developed on the basis that the design would be contemporary, highly recognisable, simple and would reflect the aims of the association by conveying the notions of water reuse, innovation, solution and sector growth.

Figure 4 provides an illustration of the association’s logo, website home and membership pages designs, and PowerPoint template.



Text logo

Abstract Logo

Website home page

Website membership page

PowerPoint template

Figure 4 Water Reuse Europe visual identity and logo

3 Impact Strategy

3.1 Introduction

Before the launch of the association and its website, which is one of the main communication tools used by the association, an impact strategy was developed. The aim of such a strategy is to maximise the associations' communication and impact by developing its key message in order to meet the objective set in the legal documentation described in section 2.4. This involves identifying the association's target audience and developing methods to encourage them to join, and get involved in, WRE as well as ways of measuring the success of the association. The overall objective of this strategy being to ensure that the association receives subscriptions from a sufficient number of members to guarantee its financial viability, hence permitting its growth both in terms of activities and in the level of services provided.

For this purpose, a set of smart objectives and related metrics has been put in place, which are summarised in the following table.

Table 7 WRE Smart Objectives

Objective	Organisation/Company profile
Build awareness of the brand	<ul style="list-style-type: none"> • Web traffic and web traffic referrals • Search volume trends and volume of followers social mentions • Share of voice
Increase sales	<ul style="list-style-type: none"> • Web traffic and time spent on site • Bounce rate and content acceptance rate • Repeated visits and volume of followers • Social mentions • Share of voice
Build loyalty	<ul style="list-style-type: none"> • Time spent on site • Repeat visits and volume of followers • Content acceptance rate • Repeated social mentions • Share of voice • Recommendations and reviews • Social connectivity among purchasers

3.2 Competitors and Stakeholders analysis

The stakeholder and competitor analysis followed a marketing approach. As such, it first analysed the wider social context (general obstacles) and then the specific obstacles.

3.2.1 General and specific obstacles to the success of WRE

Despite the obvious benefits associated with water reuse, several regulatory, social and economic chal-

Challenges remain to be addressed before more widespread implementation of water reuse schemes in Europe will be possible. For instance, while some European countries such as Spain have developed their own regulations for water reuse, which stimulate the implementation of schemes, many European states do not yet have such supportive regulation. Further efforts to explain the benefits of reusing water are also required in order to stimulate public, commercial, and government enthusiasm for water reuse. This will not only favour the implementation of new projects but it will also support the development of financial incentives for reuse schemes. Indeed, effective business models are a critical element of successful water reuse projects. Finally, although many innovative treatment technologies for water reuse have been developed and implemented worldwide, more consistent methods are needed to allow selection of the best-adapted technologies to specific reuse applications.

These are the general challenges that WRE will need to tackle to stimulate the growth and competitiveness of the European water reuse sector and promote an innovative and dynamic industry. But to be successful in doing so, the association will need especially to ensure that it is capable of creating a collective identity for the sector in Europe by:

- Targeting the right companies and organisations across Europe and by identifying their needs at both international and national scale;
- Identifying the European channels through which potential members can be reached;
- Balancing the level of membership fees with their value for money.

3.2.2 Competitor analysis

The competitor analysis involved looking at associations from the water sector and learning from their online and social media platforms. The associations selected were the Water Supply and Sanitation Technology Platform (WssTP) and the American water reuse association, WateReuse.

In Europe, one of WRE's identified competitors is WssTP, which was launched in 2004 by the EU to promote research and innovation in the Water sector. One of its main objectives is to ensure that the water sector in Europe is less fragmented. Although the objectives of WRE can overlap with some of WssTP's objectives, the main difference is that WRE focuses on the water reuse sector solely while WssTP covers the European water industry as a whole with a specific emphasis on the promotion of research and development. Therefore rather than being a true competitor, WRE should complement the actions of WssTP.

At the time of reporting, the WRE board of directors is in contact with the governing members of the WssTP platform to identify opportunities of collaboration between both associations, define a line of actions common to both associations and eventually set up a joint action group.

At an international level, the American water reuse association, WateReuse, could be seen as its principal competitor. Indeed WateReuse is a non-profit trade association for water utilities, businesses, industrial and commercial enterprises, not-for-profit organizations and associations which focuses on "*advancing laws, policy and funding to increase water reuse. [...] and aims "to educate policymakers and the public about the benefits of water reuse and to advocate for laws, policy and funding to increase water reuse"*" (Source: <https://watereuse.org/about-watereuse/vision-mission-values/>). However, WateReuse mainly targets the American water reuse sector, and from contacts established through the WRE interim CEO's attendance at the last 2016 WateReuse Annual Conference (California, 13-15 March 2016) with their executive director, Melissa Merkeer, it was established that they see WRE more as an ally in promoting water reuse at a global scale rather than a threat.

A review of the online platforms of these competitors highlighted the importance for WRE to keep its website and other communication tools (i.e. social media accounts: twitter, LinkedIn etc.) constantly up to date and functional to attract new members and showcase its impact on the sector.

3.2.3 Stakeholder analysis (Segmentation)

The next section involved segmenting the key stakeholders into specific groups. The segmentation task started with the development of an initial list of stakeholders that has now 500 stakeholders. The stakeholders were divided in the following groups:

- Commercial companies involved in the water reuse sector (water service companies, equipment providers, consultancies etc.).
- Public bodies involved in the water reuse sector (e.g. regulators, publicly owned water supply bodies).
- Universities / Research Centres.
- Trade & Professional Associations (local, national, international).
- Individuals with an interest in water reuse (employees, students, general public).

The stakeholder analysis is an on-going process and it will involve researching specifically what would attract them to be part of water reuse Europe. A short survey for the four-segmented type of clients will be developed.

3.3 Formulation of strategy

The strategy formulation was divided in two sections. The first one relates to traditional marketing tools that are being used when targeting potential members for WRE. The second section is related with the social media tools WRE is using to engage with potential members and other associations.

3.3.1 Key components 1: marketing tools

Three published marketing strategies were reviewed and considered relevant for the WRE strategy.

The first strategy is effective customer relationship management. This involves maintaining a dynamic customer database that includes regency/frequency information as well as behaviour and characteristic information regarding the customers (Abe, 2009). This is being achieved through an Excel spreadsheet with potential and actual members of WRE that has now 500 entries and includes detailed information on each potential/actual member. It is also crucial to develop and maintain fruitful relationships (Arnett and Badrinarayanan, 2005). For this, WRE plans to promote synergy among various communication and media outlets as advised by the literature (Taylor, 2010). This is currently being achieved through twitter and the website.

The second strategy being followed is email marketing. Email marketing increases consumers' involvement with a brand, and this has been shown to consequently increase purchase intent and positive word-of-mouth recommendations (Muller *et al.*, 2008). A subsection of the email marketing strategy involved the development and distribution of press releases announcing WRE launch. The structure of an efficient press release was reviewed (Murray 2015, PressOffice, 2016). Accordingly, the press release was then structured and key target publications were selected. In the end 20 publications were contacted by email with the press release. The list of published press releases is presented in Table 8.

Table 8 WRE Press releases

Title	Source	Country / Region	Link	Release date
Trade association launched for water reuse sector	Utility Week	UK	http://utilityweek.co.uk/news/trade-association-launched-for-water-reuse-sector/1278152#.V-plhfArLb0	Sept 2016
Trade association launched for water reuse sector	WWT (Water and Wastewater Treatment)	UK	http://wwtonline.co.uk/news/trade-association-launched-for-water-reuse-sector#.V-FY1fArI2w	16/09/2016
Water Reuse Europe: a new voice for the water reuse industry	SEMIDE -EMWIS	EU	http://www.emwis.org/thematic_dirs/news/water-reuse-europe-new-voice-water-reuse-industry	16/09/2016
Water Reuse Europe: a new voice for the water reuse industry	EIP-Water	EU	http://www.eip-water.eu/	16/09/2016
New European water reuse association launches	Water Briefing	UK	http://www.waterbriefing.org/home/water-issues/item/12944-new-european-water-reuse-association-launches	19/09/2016
Water Reuse Europe	Asersa	Spain	http://www.asersagua.es/2016/09/water-reuse-europe/	21/09/2016
New group for European water reuse sector launched	CMScom	UK	http://www.cmscoms.com/?p=8277	21/09/2016
Water reuse industry body launched	Ends report	UK	http://www.endsreport.com/article/53951/water-reuse-industry-body-launched	27-09-2016
Water reuse industry body launched	Environmentguru	Intl	http://www.environmentguru.com/pages/elements/element.aspx?id=4012110	27/09/2016
New European water reuse industry body unveils board of directors	Water desalination+reuse	UK	http://www.desalination.biz/news/0/New-European-water-reuse-industry-body-unveils-board-of-directors/8545/	28/09/2016

Company website	KWR		https://www.kwrwater.nl/en/actueel/demoware-governance-workshops-and-launch-water-reuse-europe/	03/10/2016
Water reuse to grow 20% across Europe, says new association	Water and Wastewater International Magazine	UK	http://www.waterworld.com/articles/wwi/2016/10/water-reuse-has-been-hindered-across-europe-says-new-association.html	04/10/2016
New water reuse group gets European union backing	Associations Now	Intl	http://associationsnow.com/2016/10/new-water-reuse-group-gets-european-union-backing/?utm_source=twitterfeed&utm_medium=twitter&utm_campaign=Feed%3A+AssociationsNow+%28Associations+Now%29	05/10/2016

The third strategy relevant to WRE is events based marketing. The effectiveness of experiential campaign can be measured by its effect on sales, the level of attendee engagement, and the number of new relationships that are fostered (Samu and Wymer, 2009). WRE attended its first conference, the annual EurEau Congress 2016, in September 2016 in Copenhagen. The WRE interim CEO, Paul Jeffrey, also attended the World Water Congress & Exhibition, in October 2016, Brisbane, Australia where promotional material on WRE was distributed. The next event where WRE will be present at is the “Making water an inexhaustible resource” international event, organised in Vendée, France on the 25th November 2016 by Vendée Eau and Veolia in partnership with the DEMOWARE project partners.

3.3.2 Key components 2: social media tools

Social media allows for brand placement through social interactions. The role of social media in a company’s overall communication programme can have significant business results. Social media permits interacting with consumers. This is relevant as the most trusted sources of recommendation come through word-of-mouth communication (Castronovo and Huang, 2012). Three social media tools were reviewed and considered important for WRE’s objectives:

- YouTube: YouTube is the second most searched site after Google (McNealy, 2010). Maintaining a YouTube channel for a company allows embedding videos within a company’s website, thereby cross-pollinating the sites, which in turn helps to increase website traffic.
- Twitter: beneficial for engaging with customers and propagating the conversation about one’s brand, products, and/or services. It is also ideal for building relationships with key stakeholders (Hennig-Thurau et al., 2010; McNealy, 2010).

- LinkedIn: Foster two-way relationships with individual professionals as well as other firms (Hennig-Thurau et al., 2010).

Both the YouTube channel and twitter accounts were launched on the 19th September 2016. The LinkedIn group is planned for a later stage (i.e. when WRE reaches a significant number of members).

3.3.3 Strategy: 4 P's

The implementation of the strategy followed the 4 P's marketing model as detailed in Table 9.

Table 9 Product, Price, Promotion and Place strategy for WRE

The 4 P's	Specific plans
<ul style="list-style-type: none"> ● Product strategy 	<p>Now:</p> <ul style="list-style-type: none"> ● Abstracts database: more than 3000 searchable by keywords ● Database of existing water reuse schemes (input from DEMOWARE partners) ● Online tool to help SME's develop business exploitation plans ● Have your company's website linked from homepage <p>Future:</p> <ul style="list-style-type: none"> ● Annual conference and workshops <p>Possible options (seen in competitors):</p> <ul style="list-style-type: none"> ● Present your company to members through a one -page description in the Yearbook ● Display your logo on conferences and publications (sponsor member only)
<ul style="list-style-type: none"> ● Price 	<ul style="list-style-type: none"> ● Membership fees
<ul style="list-style-type: none"> ● Promotion 	<p>Two phase campaign:</p> <ul style="list-style-type: none"> ● Marketing tools: Dynamic customer database, Email marketing, Search engine optimization ● Social media tools: <ul style="list-style-type: none"> ● YouTube (video introduction and video of workshops in the future), <ul style="list-style-type: none"> ○ Objective: 200 views of the WRE video by the end of 2016 ● Twitter (used to share news, information about WRE and for promotion). <ul style="list-style-type: none"> ○ Objective: 100 followers by the end of 2016 ● Create a LinkedIn company page to advertise WRE, build a network with members and interested companies to share news
<ul style="list-style-type: none"> ● Place 	<ul style="list-style-type: none"> ● Online – apart from the social media, analyse possibility of paying for SEO and specific websites ● Offline – conferences and trade events (specifically, target ones where it is possible to have a stand for the day) (banner stands, flyers, laptop to show video and example of what the website can offer)

3.4 Initial results

In the first two weeks of the online presence WRE twitter account has gained 68 followers and has published 58 tweets. There have been 20 likes on WRE tweets. The objective to achieve 100 followers by the end of the year is on track and should be achieved as WRE is scheduled to take part in events until the end of the year where the twitter account will be highly active.

The YouTube account was launched with the WRE presentation video in English. The video has had 169 views. Similarly to the twitter account, the 200 views objectives for the YouTube video by the end of the year is on track and should be achieved after the events WRE will take part in.

The initial analytics for the website are presented in Figure 5.

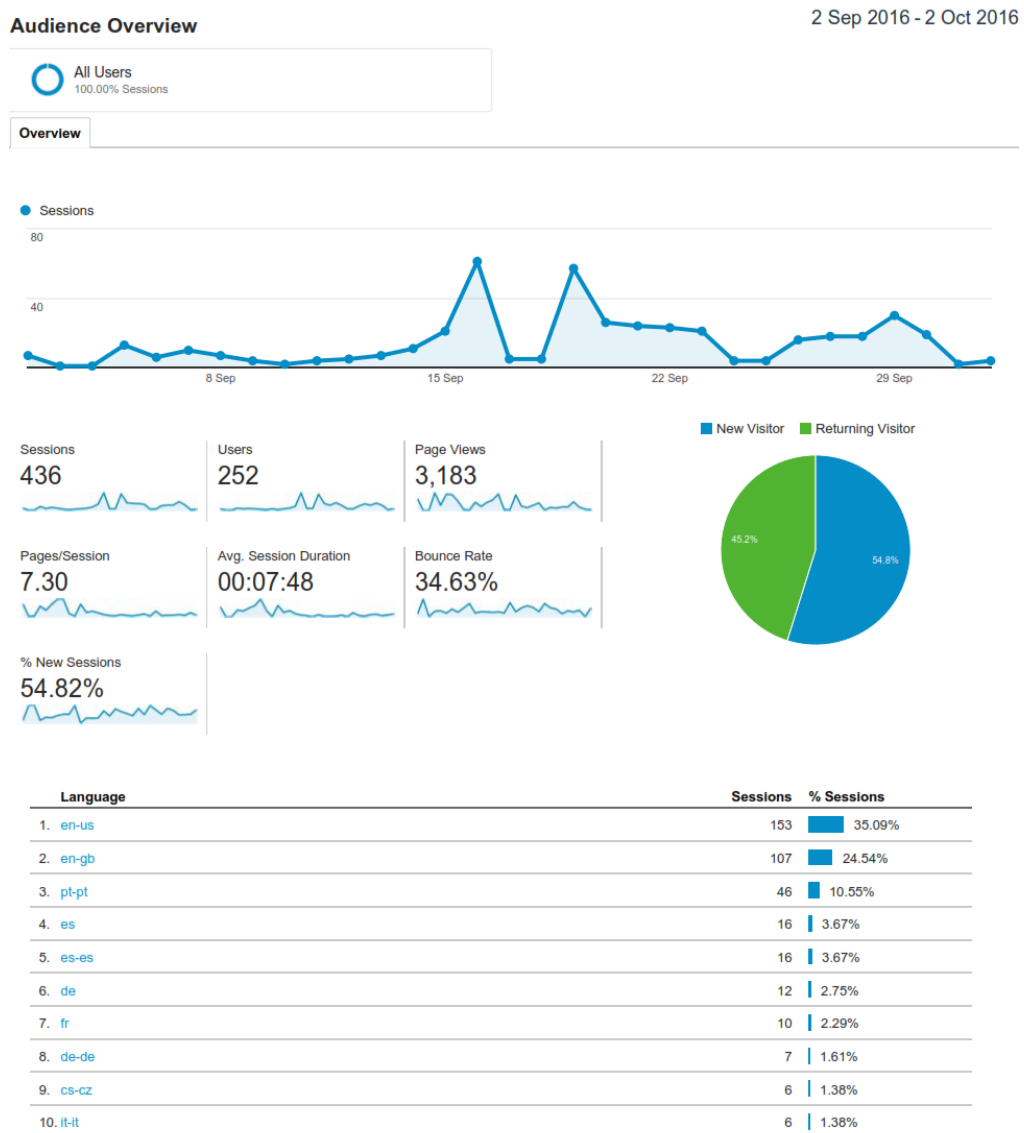


Figure 5 WRE website audience overview

Until the 2nd of October the website had 436 sessions and 253 users. The three peaks visible on the graphic correspond to the days when the mass marketing emails were sent. It is visible that the personal-

ised marketing emails are driving traffic to the website thus achieving its objective. Further, the average session is 7:48 which shows that users are spending time on the website analysing WRE benefits and not just opening and closing the website straight after. The distribution between new visitors and returning visitors (54.8%, 45.2%) reveals that nearly half of the visitors return to the website to continue to check WRE's membership benefits.

4 WRE Website

4.1 Introduction

Prior to the launch of Water Reuse Europe, one of the association's main task was to develop a website that would constitute a knowledge exchange platform for WRE members and stakeholders of the water reuse sector. As such, the WRE website has been developed to:

- Be an entry point for stakeholders who want to learn about water recycling and reuse in general, but also more specifically to get informed on the various actions taking place in Europe around that thematic.
- Raise awareness on the issues associated with the management of the water resource in Europe and educate people from a general audience about the science, engineering and management principles behind water reuse.
- Showcase the activities and services offered by WRE and become its main communication tool for sharing good practices, knowledge, techniques, research, and experiences on water reuse at an international level.
- Promote the actions of WRE and the EU to respond to water stress issues across Europe (and beyond).
- Present the various services offered by WRE

The website was launched on the 15th September 2016.

The design and functionality specifications of the WRE website including details of target audience, intended impact, style and layout, page and site structure, visitor navigation, realisation plan (responsibilities & costs), compatibility issues, testing programme, hosting options, site maintenance etc. were the object of Deliverable 8.1 submitted to the European Commission by the DEMOWARE project coordinators in October 2014. Therefore the following sections provide an overview of the website design and functionality developed based on this initial specifications.

4.2 Architecture and Structure

4.2.1 Architecture

The WRE website has been created using a standard 3 tier model of:

- Back-end;
- Middleware;
- Front-end.

4.2.1.1 The back-end

The backend is split into two key areas of:

- A web server. The web server is the most commonly used across the Internet, Apache;
- A Database Management System (DBMS). The DBMS is also the most commonly used across the Internet, MySQL.

Both the web server and DBMS sit on a GNU/Linux OS (Operating System).

4.2.1.2 The Middleware

The middleware performs three key functions:

- CRUD (Create, update and delete) of the file system. For example images must be stored and updated through forms;
- CRUD of the database. For example retrieving and updating records;
- The manipulation of data. For example resizing of images before upload, or formatting of dates before storage.

The programming language used to perform middleware operations is PHP (PHP: Hypertext Pre-processor) a commonly recursive name for programming languages.

4.2.1.3 The front-end

The front-end is the only part of the website which the user really 'sees'. It is delivered through four key technologies:

- HTML (Hypertext Mark-up Language) is used to describe the structure of a web page and its contents;
- CSS (Cascading Stylesheets) a means of styling commonly used elements across the site;
- JavaScript. A language used to provide functionality to pages such as animations or the dynamic resizing of content. The WRE website uses the jQuery JavaScript library to make the coding of JavaScript quicker;
- Twitter Bootstrap. A templating which includes HTML and CSS based design templates for common user interface components like typography, forms, buttons, tables, navigations, dropdowns, alerts, modals, tabs, accordion, carousel and many other as well as optional JavaScript extensions. This speeds and standardises the front-end development of the website.

The WRE website directory structure is composed of 11 parent folders as described in Table 10.

The website has been created using commonly used and Open Source technologies for three key purposes:

- Limit the costs of the website for budget limitation reasons;
- Limit delays during the website development phase. Indeed, when facing a challenge, if the website uses Open Source technologies, then solutions have often already been shared;
- The popularity of these technologies, which have been tested and improved by a large community.

Table 10 Website directory structure

Folder	Description of content
Bootstrap	Contains the Twitter Bootstrap files;
Cache	A temporary store of commonly used files used to speed up delivery to users
Config	Files containing static information such as data locations
Content	A folder containing static pages and sub pages content such as the footer and navigation
CSS	A folder containing all CSS files
Data	Mainly images which have been uploaded through the online forms
Font	awesome - A library holding icons used within the site
Html5shiv	A library which corrects the appearance the website when accessed by older web browsers
Img	A library of static images commonly used throughout the site
JS	JavaScript files and libraries such as jQuery, a cross-platform JavaScript library designed to simplify the client-side scripting of HTML.
Modules	A folder where the website functionality such as content aggregator, database access, authentication, forms etc. can be found.

4.2.2 Structure

The WRE website's structure is divided into two access areas:

- A visitors' access area introducing WRE and its services;
- A private area providing access to services offered exclusively to members of WRE.

The features included in both at the time of reporting areas are listed in Table 11.

Table 11 Features of the public and member areas of the WRE website

Visitor's access area	Members area (login required)
<ul style="list-style-type: none"> • Home page with details on WRE and its services (welcome message, latest updates, new members, news, events, contact us, useful links, twitter feed, terms of use and disclaimer) and introductory video; http://www.water-reuse.eu/public • An "about us" section including: <ul style="list-style-type: none"> ○ A page on the association's governance structure http://www.water-reuse.eu/governance ○ A meet the team 	<ul style="list-style-type: none"> • A database of reuse schemes; • A research papers abstract library (>3100 references on water reuse searchable by keywords); • A members home page with action button for members to add: <ul style="list-style-type: none"> ○ Information on current projects ○ Water reuse schemes to the database ○ Job adverts.

<p>http://www.water-reuse.eu/meettheteam</p> <ul style="list-style-type: none"> ○ a contact page http://www.water-reuse.eu/contact ● A member section including: <ul style="list-style-type: none"> ○ Automated membership registration page ○ “Members benefits” page ○ A page describing the association’s membership categories ○ And access page to the Members’ area ● A “Reuse in Europe” page with general information on water reuse for the general public (science, engineering and management principles behind water reuse schemes), and a page on research on water reuse in Europe including updates and a listing of current reuse projects; http://www.water-reuse.eu/water-reuse ● A “News and Events” page including an event calendar, a page with news from the sector and News about WRE http://www.water-reuse.eu/news http://www.water-reuse.eu/events ● Access point to the association’s Twitter feed. 	
Hidden features (to be published as the association grows)	
	<ul style="list-style-type: none"> ● Company directory ● Possibility of webinars and online discussion forums for knowledge exchange;

4.3 Content management system (CMS)

4.3.1 General specifications

The CMS used is open source and allows the administrators to fully manage the content of the site including the use of text, images and hyperlinks without IT involvement. It is compatible with:

- Direct in-site editing of content;
- Cascading style sheets (CSS);
- In-site editing of pictures (cropping/ sizing...);
- “What You See Is What You Get” editing (when the text is changed to italic, or a picture is cropped, changes need to be visible while editing);
- The creation of hyperlinks;
- The up/down-loading of documents;
- Online archiving;
- The registration of members using registration forms that can be filled online;
- The durability of the website

4.3.2 CMS guide for administrators

4.3.2.1 Logging in

Using the link on the top right of the website, their WRE email address and their allocated password, the website administrators can access the interface used to manage the website and its content. It should be noted that if the administrators forget its password a re-set process has been put in place.

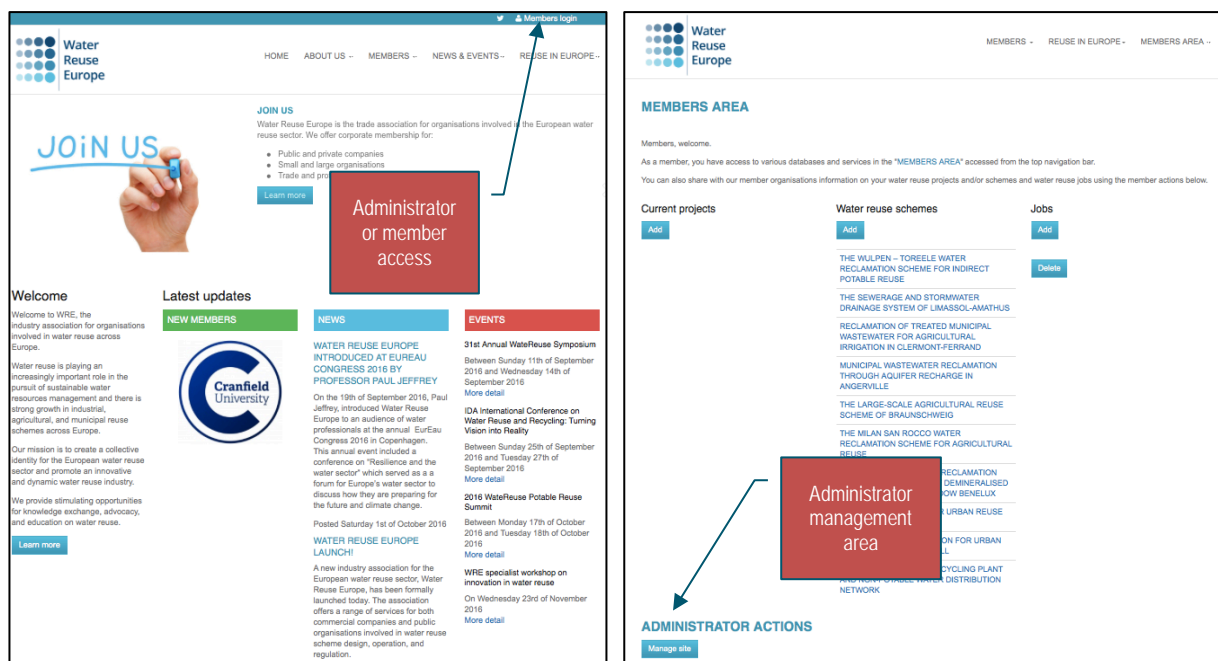


Figure 6 WRE home page and members' area

4.3.2.2 Managing the website

4.3.2.2.1 Management area structure


Using the administration management area, the website administrators can manage the following sections:

- News
- Jobs
- News feeds
- Join requests
- Events
- Current projects
- Web Pages
 - Policy and Regulations
 - Publications help
 - Schemes help
 - Members welcome
 - Website Terms of Use

- Website Disclaimer
- Help
- Research
- Contact
- Governance
- Home page welcome
- Categories Edit
- Current Members
- 'Meet the team'
- Trusted domains
- Publications library
- Useful links
- Company directory
- Water reuse Schemes

4.3.2.2.2 News feed management

The news items chosen by WRE are collated and displayed on the homepage of the WRE site under the “news “ item of the “news and event” element of the website main navigation menu.

Regarding the management of news feeds, the administrators can add, delete or edit, specific events or pieces of information using RSS streams, symbolised by the icon , taken from a purposely built WRE RSS stream or RSS streams taken from other news website and filtered by keywords (i.e. reuse; recycling etc.). The news are organised under two sections:

- News about WRE, which provides WRE specific piece of news such as new members, events, etc.
- News from the sector, which provides information on water reuse in Europe and beyond.

The news feeds are RSS streams taken from either the WRE RSS feed developed to feed to other websites.

4.3.2.2.3 Events management

Events organised by WRE or promoted by WRE can be advertised on the website event calendar.

To add an event, the administrators can use a form illustrated on Figure 7 allowing to select the type of event to be advertised (i.e. Conference, WRE general meetings, Webinars and training events and other events), adding information related to the event such as its location, venue etc.

If the event is hosted by WRE a tick the box underneath the drop-down menu used to select the type of events can be used to display the WRE logo on the calendar.

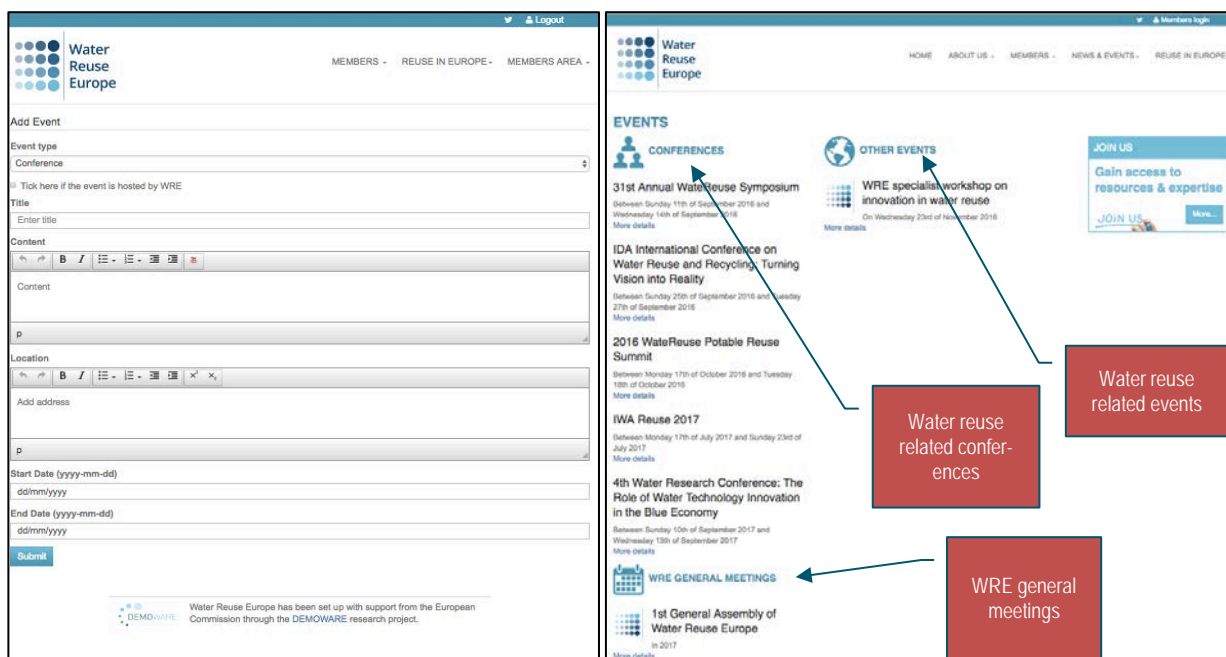


Figure 7 Event management page and event calendar (*WRE events are underlined using the association's logo*)

4.3.2.2.4 Web pages management

The administrators can edit all main pages of the website or create new pages from the “Manage web pages” menu described in section 4.3.2.2.1.

Figure 8 shows the main menu for managing the website main pages, and for illustration purposes, the interface used to edit the research page and a screenshot of the research page at the time of reporting. All pages are editable using the same principles with possibility of adding images, YouTube video and getting access to the HTML source code for additional editing options. It should be noted that the administrators have the possibility to create new pages or deleting old ones using the actions button available for that purpose.

MANAGE WEB PAGES

Published pages

- [Add pages](#)
- [Policy and Regulations Edit | View](#)
- [Publications help Edit | View](#)
- [Schemes help Edit | View](#)
- [Members welcome Edit | View](#)
- [Website Terms of Use Edit | View](#)
- [Website Disclaimer Edit | View](#)
- [Help Edit | View](#)
- [Research Edit | View](#)
- [Contact Edit | View](#)
- [Governance Edit | View](#)
- [Home page welcome Edit | View](#)
- [Categories Edit | View](#)

Drafts

- [Add draft pages](#)
- [Create draft page from published](#)

[Delete](#)

Edit pages

Title: Research

Content

Research actively contributes to the development and success of water reuse schemes in Europe. And for this reason, one of our missions at WRE is to promote research and innovation on water reuse across Europe.

Here you will find highlights of some research projects taking place in Europe and beyond.

If you are involved in research and development on water reuse, and would like to let our community know on this page, contact us at: info@water-reuse.eu

Research Projects

DEMOWARE

"Innovation Demonstration for a Competitive and Innovative European Water Reuse Sector"

Funder(s): European Commission (Seventh Framework Programme for research, technological development and demonstration under grant agreement no 619040.)

Timescale: Jan 2014- Dec 2016

The DEMOWARE project has as a primary ambition to deliver a European roadmap for a viable water reuse industry through providing business cases for the development of water recycling projects, which will pave the way for future opportunities. The project brings 27 institutions from ten different countries together, including public authorities, regulators, water utilities and companies, the research community and the public, to generate and share knowledge on innovative water reuse schemes technologies, not only to increase water use efficiency, but to position Europe ahead of the world market.

[Submit](#)

[Upload image for use](#)

IMAGES AVAILABLE

- <http://www.water-reuse.eu/data/pages/14/02%5B1%5D.jpg>
- <http://www.water-reuse.eu/data/pages/14/Nereus-LOGO-HORIZONTAL-%5B1%5D.jpg>
- http://www.water-reuse.eu/data/pages/14/management_team.png

Water Reuse Europe

HOME ABOUT US - MEMBERS - NEWS & EVENTS - REUSE IN EUROPE -

RESEARCH

Research actively contributes to the development and success of water reuse schemes in Europe. And for this reason, one of our missions at WRE is to promote research and innovation on water reuse across Europe.

Here you will find highlights of some research projects taking place in Europe and beyond.

If you are involved in research and development on water reuse, and would like to let our community know on this page, contact us at: info@water-reuse.eu

Research Projects

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Using nine existing and one greenfield innovation demonstration sites distributed all over Europe and Israel, the project aims to improve both operator and public confidence in reuse schemes by:

- deepening the evidence base around innovative treatment processes performance and reuse schemes,
- testing new tools for process monitoring and performance control,
- providing strategies for the risk management and quantifying the environmental benefit of water reuse,
- advancing the quality and usefulness of business models and pricing strategies,
- generating regulatory regime specific guidance on appropriate governance, public involvement and stakeholder collaboration processes and,
- the establishment of a European water reuse association to shape market opportunities for European solution providers.

Ultimately, the DEMOWARE outcomes will increase Europe's ability to profit from the resource security and economic benefits of water reuse schemes without compromising human health and environmental integrity. For more information, please visit the project website at: <http://demoware.eu/en>

NEREUS COST ACTION ES1403

"New and emerging challenges and opportunities in wastewater reuse"

Funder(s): COST Association (COST is supported by the EU Framework Programme Horizon 2020)

Grant Holder: Nireus-International Water Research Center, University of Cyprus

Timescale: Nov 2014 - Nov 2018

The NEREUS COST Action facilitates enhanced knowledge gathering and sharing through a multidisciplinary network of experts (332 participants from 40 countries) allocated to 5 interactive Working Groups (WGs), which aims at providing knowledge related to wastewater reuse and the current challenges with regard to contaminants of emerging concern, including antibiotic-resistant bacteria and resistance genes (ARB&ARG). The Action is chaired by Dr. D. Fatta-Kassinos (Nireus-International Water Research Center, University of Cyprus) and co-chaired by Dr. C. Manaia (Catholic University of Portugal).



Management Committee and Working Groups meeting, October 2015, Luxembourg.

To reach its ultimate aim, the work plan of the Action is structured into the following WGs:

WG title	Objectives
WG1 - Microbiome and mobile antibiotic resistome in treated wastewater and in downstream environments	(i) to propose standardization of procedures used for ARB&ARG detection and quantification in water and soil samples, (ii) to identify the most prevalent and/or potentially

EVENTS

Meet us at future events

NEWS

What's new in water reuse?

JOIN US

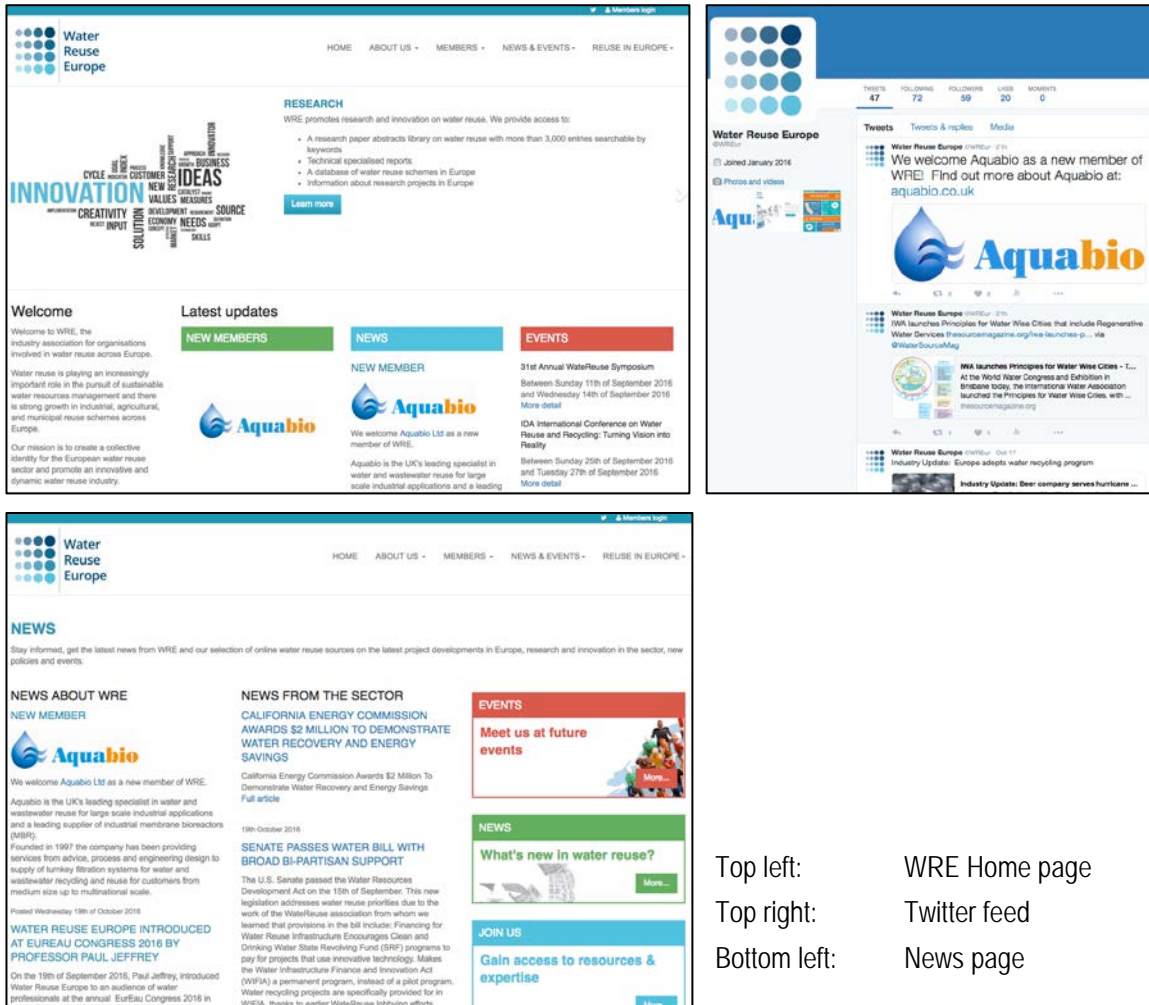
Gain access to resources & expertise

Figure 8 General Web pages management (top left) and example of Research page management (bottom left and right)

4.3.2.2.5 Current Members

The website home page has a carousel display of current members logos. This feature can be edited using the “manage current members” action button available for that purpose.

Upon confirmed registration, all new members are announced by displaying their logo in this carousel but also on the news page of the website and twitter feed as illustrated on Figure 9.



Top left: WRE Home page
 Top right: Twitter feed
 Bottom left: News page

Figure 9 Example of the announcement of new member Aquabio Ltd UK

4.3.2.2.6 'Meet the team'

This page (Figure 10) presents the individuals constituting the WRE board of directors and Secretariat, including their profile pictures, job titles, parent organisations and a short biography for each of them. The page is editable from the “manage site menu” described in section 4.3.2.2.1 using the same editing features described in the

Water Reuse Europe

HOME ABOUT US MEMBERS NEWS & EVENTS REUSE IN EUROPE

MEET THE TEAM

BOARD OF DIRECTORS

Name : Philippe Bréant
Job title : Project director
Organisation : Veolia Research and Innovation (VERI), France.
Bio :
 Philippe Bréant is the project Director of VEOLIA Research and Innovation. He leads the department of Project Managers in charge of all Veolia Research and Development activities covering 200 projects on Water, Waste and Energy. Previously he was in charge of the Drinking and Reuse Water Research of the company including research on resource management, treatment processes for soft water, desalination and reuse and smart network management. His experience also includes the direction of the drinking water and membrane technologies research department as well as several operational positions with Veolia Water managing water service companies serving over one million customers and designing major drinking water treatment plants in France and China.

Name : Fernando Casado Cañeque
Job title : Director
Organisation : Centro de Alianzas para el Desarrollo (CAD)
Bio :
 Fernando Casado Cañeque is the founder and director of CAD, bringing together 20 years' experience working with international organisations in the development field. He holds a Ph.D. in economic and social science and has worked as a journalist specialising in projects related to economic and sustainable development. He has worked as strategic advisor to a variety of international organisations including UNDP, UNIDO, UNDSO, UNEP, OECD, IADB and the World Bank and was the General Coordinator of the UNEP's Millennium Development Goals initiative. He has also worked as a Senior Consultant in the Department of Sustainable Development and Social Responsibility at PricewaterhouseCoopers (PwC) in New York. Fernando is the author of several books on inclusive and sustainable development as well as of a range of articles on development economics, globalisation and sustainability.

Name : Paul Jeffrey
Job title : Head of Cranfield Water Science Institute.
Organisation : Cranfield Water Science Institute, Cranfield University.
Bio :
 Paul Jeffrey is Professor of Water Management at Cranfield University, Head of the Cranfield Water Science Institute, and Director of the STREAM Industrial Doctorate Centre. A Fellow of the Institution of Civil Engineers, Prof. Jeffrey's research interests encompass the development of sustainable water use arrangements and the relationships between human (e.g. socio-cultural, psychological, behavioural, economic), natural (e.g. water quality, environmental) and technological (engineering, technology & infrastructure design) dimensions of water management. Paul has worked on water reuse issues for over 20 years, supporting utilities, regulators, and technology providers. Paul has contributed over 100 journal & conference publications in fields as diverse as water resource management, policy, social, technical, management, social, legal, and

EVENTS
 Meet us at future events
 More...

NEWS
 What's new in water reuse?
 More...

JOIN US
 Gain access to resources & expertise
 JOIN US
 More...

RESEARCH
 View current projects and publications
 More...

Figure 10 Meet the team page

4.3.2.2.7 Trusted domains

Trusted domains are the domain names of member companies that are listed on the management area by the administrators to allow employees from these companies to register for access to the members area and create their login passwords.

For example, to let any employee from Cranfield University to register for access to the members area, the administrators would have to add the domain name “cranfield.ac.uk” as a trusted domain. Employees from Cranfield University would then be able to create their account login details using their address email address, which contains this trusted domain (ex. Cranfield format email: xxxxx@cranfield.ac.uk).

4.3.2.2.8 Databases structure and management

Research papers abstracts library

The aim of the 'Research paper abstracts database' is to provide the members with information on the latest publications published on water recycling and reuse. It should be noted that due to copyright issues, WRE cannot store copies of the full articles in its database. Therefore information on how to access the publications are provided on the database home page.

The abstracts database currently contains over 3,000 entries searchable by keywords across 12 fields:

- Authors
- Title
- Year
- Abstract
- Source title
- Volume
- Issue
- Page start
- Page end
- DOI
- Author Keywords
- Document Type

There are three ways to search the abstracts database:

- Using an exact phrase;
- Using AND between words;
- Using OR between words.

To view the whole database, the database search box has to remain empty before clicking the submit button.

Once the result of a search performed by a member is displayed (Figure 11A. Example of search performed using the keyword "2016"), they can access the abstract of a specific article by clicking on "view" in the abstract field (Figure 11B)

To access the full article, if the document has a DOI number, the member can

- Copy the DOI of the document they want to open (e.g.: 10.1016/j.scitotenv.2015.12.083);
- Go to : <http://dx.doi.org> ;
- Paste the entire DOI in the text box provided, and then click Go;
- Their browser will take them to a web page associated with that DOI where they will find information on how to access the full text.

If the document does not have a DOI number, the member can

Copy the source or title of the article/document you want to access;

Go to their usual Internet search engine and paste it in the engine's text box provided to start the search;

In the list of results, they should be able to identify the website of the document's publishers where they will find further information on how to access the full text.

A

The abstracts database currently contains over 3,000 entries and is updated twice a year.

AUTHORS	TITLE	YEAR	SOURCE TITLE	VOLUME	ISSUE	PAGE START	PAGE END	DOI	ABSTRACT	AUTHOR
Sari M.A., Chellam S.	Reverse osmosis fouling during pilot-scale municipal water reuse: Evidence for aluminum coagulant carryover	2016	Journal of Membrane Science	520		231	239	10.1016/j.memsci.2016.07.029	View	ATR-FTIR Inorganic Reverse i Surface character reuse; XF
Binz C., Truffer B., Coenen L.	Path creation as a process of resource alignment and anchoring: Industry formation for on-site water recycling in Beijing	2016	Economic Geography	92	2	172	200	10.1080/00130095.2015.1103177	View	Anchoring Evolution: Geograph water rec creation; I System; I innovator
Prisciandaro M., Capocelli M., Piemonte V., Barba D.	Process analysis applied to water reuse for a closed water cycle approach	2016	Chemical Engineering Journal	304		602	608	10.1016/j.cej.2016.06.134	View	Desalinat incentive; saving; R Wastewa Water cyc
He C., Zhang T., Vidic R.D.	Co-treatment of abandoned mine drainage and Marcellus Shale flowback water for use in hydraulic fracturing	2016	Water Research	104		425	431	10.1016/j.watres.2016.08.030	View	Abandon drainage; water; Me NORM
Biller P., Madsen R.B., Klemmer M., Becker J.	Effect of hydrothermal liquefaction aqueous phase recycling on bio-crude yields and composition	2016	Bioresource Technology	220		190	199	10.1016/j.biortech.2016.08.053	View	Aqueous crude; Ca Hydrothe liquefacti

B

Surfaces of two reverse osmosis (RO) membranes, one from each stage of a real-world pilot-plant operated in support of full-scale design of municipal water reuse, were extensively characterized to determine dominant foulants. Since the source wastewater was purified using extended aeration activated sludge, alum was also being added to the secondary clarifier to eliminate potential problems with colloidal sedimentation. Even though microfiltration (MF) was implemented to pretreat the secondary effluent prior to RO, significant aluminum fouling was detected by energy dispersive X-ray spectroscopy (EDS) and X-ray photoelectron spectroscopy (XPS). Peak shifts in Fourier transform infrared (FTIR) spectra and high resolution X-ray spectra indicated aluminum complexation with the membrane surface. Calcium and phosphorous (from added antiscalant) were also detected along with only weak signals from organic matter suggesting the dominance of inorganic fouling. These results demonstrate that chemicals added during wastewater reclamation can foul downstream membranes necessitating careful monitoring of existing wastewater treatment unit operations and RO pretreatment processes. One-step cleaning with EDTA at pH 11 successfully removed both aluminum and calcium and restored the flux to nearly that of the virgin membrane. In contrast, citric acid at pH 4 was effective in removing calcium but not aluminum and did not fully recover the flux. Hence, flux decline appears to be closely linked to aluminum rather than calcium deposition. Residues of EDTA and citric acid were detected on the cleaned membrane surface even following multiple rinse/washing cycles. Although this did not impact short-term flux recovery, the effects of such remnants on long-term membrane life and flux restoration following multiple cleaning cycles need further investigation. 2016 Elsevier B.V.

[View](#)

[View](#)

[View](#)

[View](#)

[View](#)

[View](#)

Figure 11 Abstract library- Example of search done using the keyword “2016” (a) and view of the abstract for a selected publication (b)

The website administrators can edit the Research paper abstracts database via the management area described in section 4.3.2.2.1. This database is filled using a series of .CSV files compiled by the administrators twice per year.

Water reuse schemes database

The aim of the database is to provide WRE members, hence potential schemes planners and developers, technology providers etc., with some information on water reuse schemes across Europe, to help them identify possible synergies with their project, learn from the experience of others and promote the sector's development through knowledge exchange. Therefore, the database includes details on the history of each identified scheme (drivers for development and implementation, financing etc.), operational data such as flow, treatment applied and treatment capacities. The database is exclusively accessible to WRE members.

The secretariat can add water reuse schemes in the database and edit schemes added by WRE members via the management area described above.

WRE members are also able to promote a water reuse site by submitting information through the fillable form available on the website. This allows developers or owners of existing/planned schemes to promote their site, hence facilitating the self-population of the database, its growth and dynamism. When a water reuse scheme is added the secretariat is informed and has controlled over the publication of the scheme in the database.

Non-members do not have access to the database, as it is one of the key services that WRE will offer to its members. However, they will have the possibility to provide information on water reuse sites by contacting the association's office manager.

A full description of the database development, structure, management, access and usage is available in Deliverable 8.3, submitted in its final version to the EC in February 2016.

4.3.2.2.9 Other sections

In addition to the features previously described, a directory of members will also be available once WRE as build a strong membership base.

A section to promote reports on Policy and regulations, and other water reuse online platforms has also been developed and will be published by the end of the DEMOWARE project.

4.3.3 Statistics

The CMS solution allows the determination of statistics related to the website traffic including at least: the number of visitors, domains/countries of hosts/visitors and most popular pages, as illustrated in the section 3.4 (Figure 5).

4.3.4 Accessibility

The CMS solution complies with the WAI web content accessibility guidelines.

The website has been developed to meet at least all priority 1 checkpoints of these guidelines (<http://www.w3.org/TR/WCAG10/full-checklist>) and as many of priority checkpoint 2 and 3 as is realistically possible.

4.4 Data protection and management

The website must comply with the requirements of the Data Protection Act 1998 (<http://www.legislation.gov.uk/ukpga/1998/29/contents>).

Specific Software/hardware platforms will be used to help managing data produced for the website and ensure that they are appropriately stored and backed up.

4.5 Intellectual Property

All intellectual property rights related to the website, including content, images, and other graphic elements as well as look and feel (including the logo and visual identity) are owned by WRE. Therefore, none of the logos and other design elements that relates to WRE may be used without the permission of the WRE board.

4.6 Website terms of use and disclaimers

For legal purposes, terms of use and disclaimers, to which the users of the WRE must agree with, have been developed. A copy of both documents is available in Appendix 2 and 3.

5 Set up of the WRE membership process

5.1 Description

A multi-step procedure to apply for WRE membership has been established to ensure the traceability of the applications and allow the filing of membership applications for eventual review and auditing.

For practical reasons, WRE favours online applications although applications in writing should be possible upon request sent to the secretariat of WRE by phone, email or post using the association's contact details available online.

Any prospective member should be directed to the pages dedicated to membership on the WRE website under the drop-down menu "Members" where information can be found on membership benefits and categories as illustrated on Figure 12.

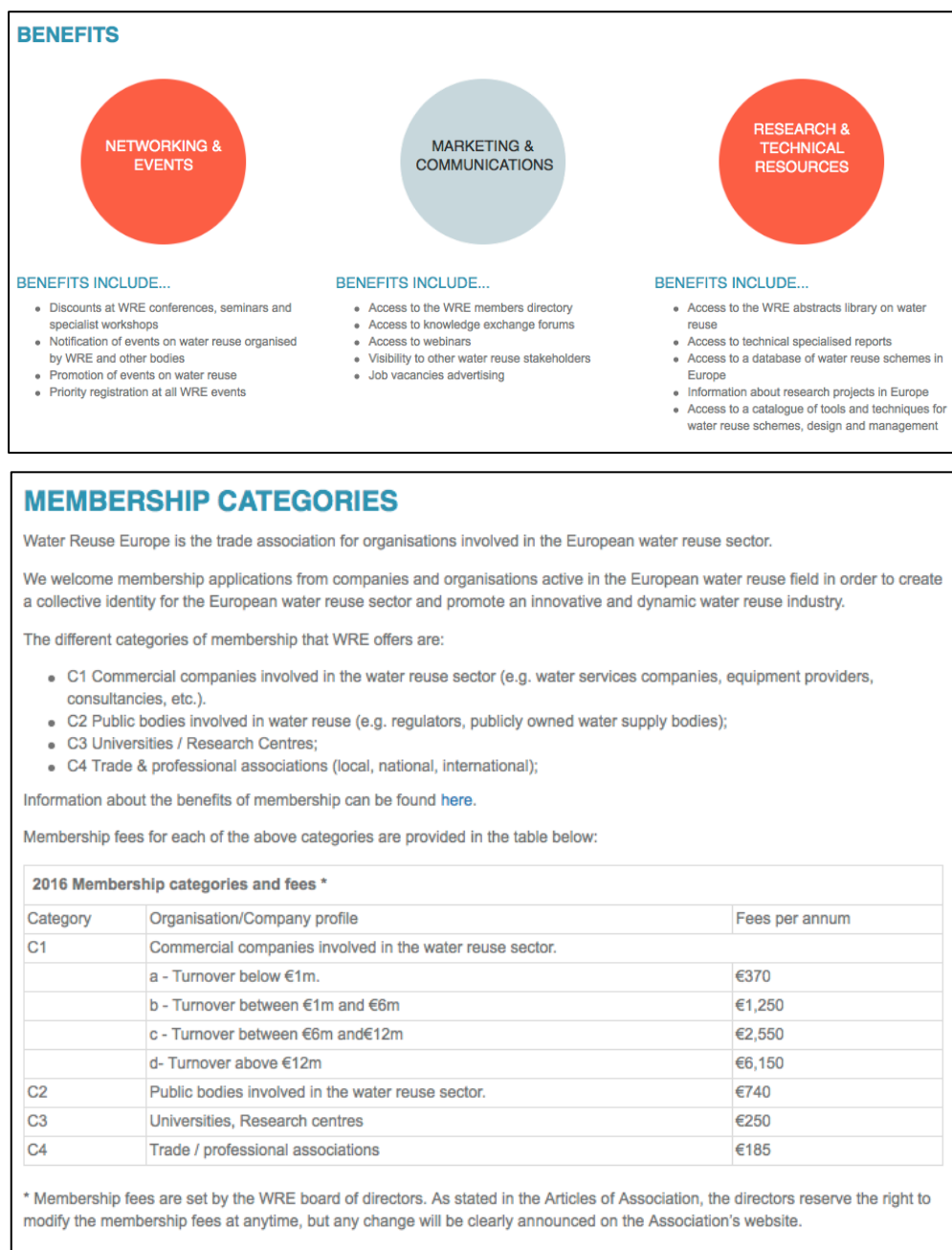


Figure 12 Details on membership benefits and categories

From this area of the website, visitors can also apply for membership by clicking on the “Join Us” link. It takes them to the “Join WRE” page where they can submit an application by filling in the online application form.

Through this form they are asked to provide the name and contact details of their company, details of the company’s representative, a request to indicate whether they are a commercial or non-commercial company. The applicant is also asked to indicate whether they are involved or not in the project DEMOWARE because DEMOWARE partners benefit from a 50% discount. Finally they are asked to agree to the terms and conditions of membership as set out in the Articles of Association available online (Figure 13)

JOIN WRE

WRE: Membership application form

To register your company/organisation's interest in joining Water Reuse Europe please fill in the short form below. You will then be contacted directly to discuss your membership application further and arrange payment. If you prefer to have a print-out of this form to fax or scan and email [click here](#). (.pdf)

ABOUT YOUR ORGANISATION/COMPANY

Name of organisation/company

Principal address

City/Town

Country

Zip code/Post code

ABOUT YOUR ORGANISATION/COMPANY'S REPRESENTATIVE

Title

Mr. Mrs. Ms. Other, please specify

First name

Surname

Telephone

Include international dialling code? e.g. #44 for UK

Email

MEMBERSHIP CATEGORY

Please indicate which category of membership your organisation will be applying for. Membership fees are outlined on the [membership page](#).

Commercial company membership

Non commercial organisation membership

Tick here if your organisation/company is actively involved in the EU project DEMOWARE

Please tick here to show that you have read and agree to the terms and conditions of membership set out in the Articles of Association found at <http://www.water-reuse.eu/wretoa.pdf>.

Figure 13 Membership Application form.

As illustrated on Figure 14, which provide an overview of the application process in the form of a flowchart, following the online application of a prospective member, the secretariat receives notification of a request to join WRE by email.

The secretariat and CEO then review the application and identify the WRE category the applicant should fall into.

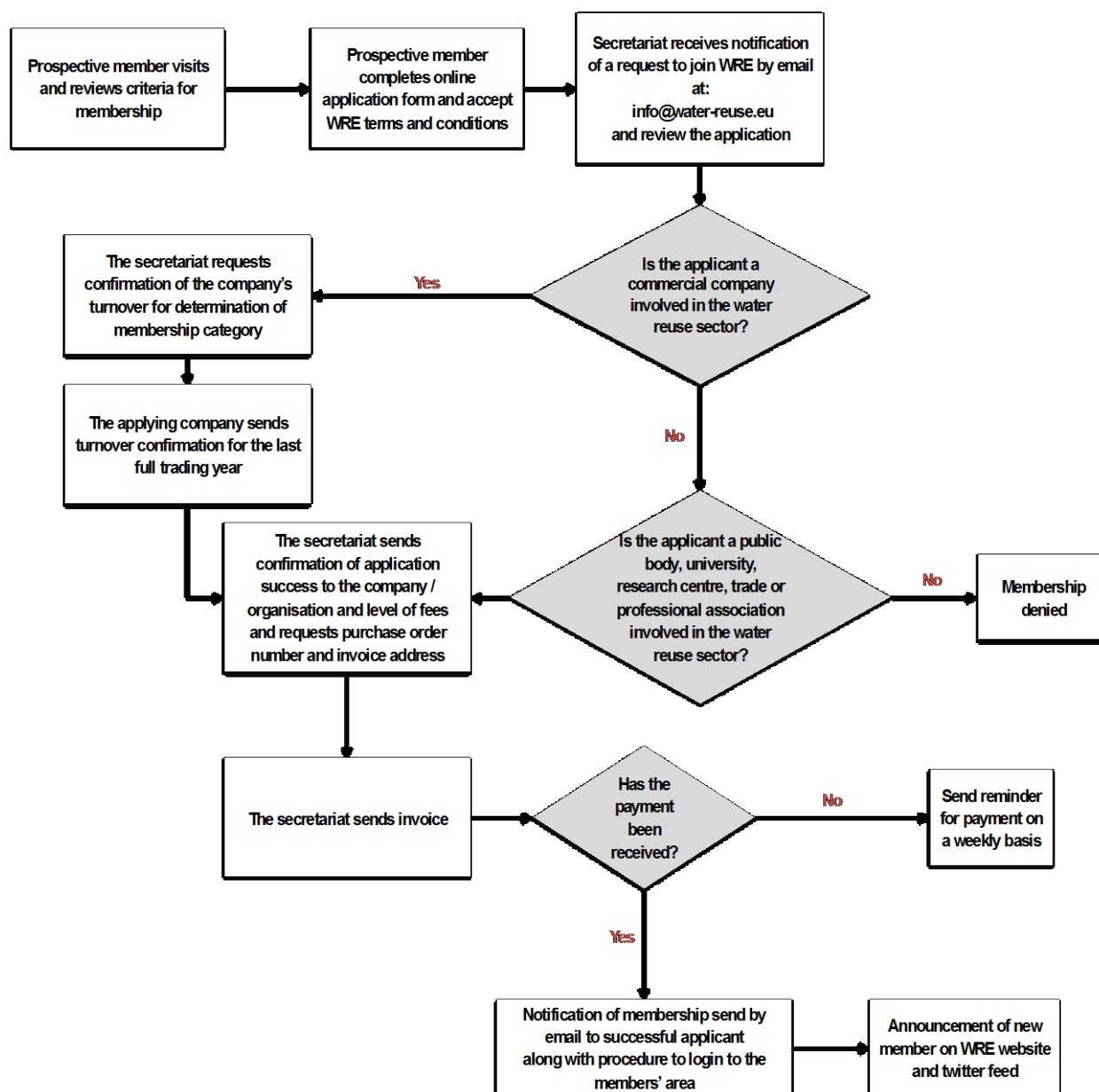


Figure 14 Membership application process

If the applicant is a commercial company involved in the water reuse sector, the secretariat contacts the applicant to ask them for their company turnover as listed in their last full year accounting declaration to the authorities. Once this information is received, the secretariat sends a confirmation of the membership category and corresponding level of fee to the applicant, requesting at the same time for a purchase order number and invoice address if they are willing to carry on their membership application.

After invoicing the company and when the payment is confirmed, the secretariat adds the company's domain name on the WRE website as described in section 4.3.2.2.7 to allow the new member to create their membership account details.

For this purpose, the member receives an email that contains a link to complete the registration process. When the member clicks on that link, it bring them to the registration page and let them choose a "password" for their account, their username being their company email address.

In a final email to thank them for joining WRE, the new member received some information on the association, its website and member area, on how to contribute to the website and WRE activities. They are also asked to provide their company logo's for their announcement as a new member on the WRE website and twitter feed as illustrated in Figure 9.

It should be noted that details on all membership applications are compiled in a membership database to keep records of the companies details that have applied, the date at which they applied, and paid their membership, and the date they are due to renew their membership (i.e. 12 months from the date the payment is received).

5.2 Membership status at time of reporting

The WRE website was launched on the 15th September 2016. At the time of reporting, in addition to the companies and organisation involved in the DEMOWARE project, WRE has invited 500 stakeholders identified through the impact strategy development to join WRE and received 14 applications through its online procedure, out of which five applications from companies and organisations involved in DEMOWARE. Table 12 provides an overview of the membership applications and status at the time of reporting

Table 12 Membership applications received at time of reporting

Category	Number of applications per category	Countries	Fee (€)
C1a - Commercial companies - Turnover below 1m€	2	UK	370
C1b - Commercial companies - Turnover between 1m€ and 6m€	3	Belgium Finland The Netherlands.	1,250
C1c - Commercial companies - Turnover between 6m€ and 12m€	2	Belgium UK	2,550
C1d - Commercial companies - Turnover above 12m€	2	Singapore UK	6150
C2 - Public bodies involved in the water reuse sector	None	-	740
C3 - Universities and research centres	5	Italy Oman Spain Switzerland UK	250
C4 - Trade/professional associations	None	-	185

6 Reference

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7 Appendices

Appendix 1- Water Reuse Europe – Articles of Associate – FEB 2016

SCHEDULE 2

Regulation 3

A PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION
OF
WATER REUSE EUROPE

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PART 1

INTERPRETATION AND LIMITATION OF LIABILITY

Defined terms

1. In the articles, unless the context requires otherwise:

- (a) “articles” means the Articles of Association;
- (b) “bankruptcy” includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland, which have an effect similar to that of bankruptcy;
- (c) “board of directors” is a group of individuals employed by member organisations and having constitutional rights which powers and responsibilities are provided in Article 0;
- (d) “chief executive officer (CEO)” means an individual leading the Association who reports to the board of directors;
- (e) “chairperson” has the meaning given in Article 0.(4);
- (f) “Companies Acts” means the Companies Acts (as defined in section 2 of the Companies Act 2006), in so far as they apply to the company;
- (g) “director” means a director of the Association, and includes any person occupying the position of director as defined in Article 13; a director is a subscriber of the Association’s memorandum and as such a member of the Association for the purpose of the Act.
- (h) “electronic form” has the meaning given in section 1168 of the Companies Act 2006;
- (i) “member” means a company/organisation which does not have any constitutional right but has the contractual right to receive certain benefits from the association;
- (j) “ordinary resolution ” has the meaning given in section 282 of the Companies Act 2006;
- (k) “special resolution” has the meaning given in section 283 of the Companies Act 2006;
- (l) “Water Reuse Europe” is the name of the association also referred to in the text as “the Association”;
- (m) “writing” means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

Unless the context otherwise requires, other words or expressions contained in these articles bear the same meaning as in the Companies Act 2006 as in force on the date when these articles become binding on the company.

Liability of directors

2. The liability of each director is limited to £1, being the amount that each director undertakes to contribute to the assets of the Association in the event of it being wound

up while he is a director or within one year after he ceases to be a director, for:

- (a) payment of the Association's debts and liabilities contracted before he ceases to be a director,
- (b) payment of the costs, charges and expenses of winding up, and
- (c) adjustment of the rights of the contributories among themselves.

PART 2

GENERAL ARRANGEMENTS

OBJECT, AUDIENCE AND RESOURCES

Objects

3. Water Reuse Europe is an industry-focused association that aims to create a collective identity for the water reuse sector across Europe. The objects for which Water Reuse Europe is established are to:

- (a) promote the interests, growth and competitiveness of the European water reuse sector;
- (b) share good practices, knowledge, techniques, research, and experiences on water reuse;
- (c) promote the safe and effective use of recycled water in Europe.
- (d) facilitate knowledge exchange amongst public and private entities involved in water reuse;
- (e) promote European expertise and services in water reuse to a global audience;
- (f) support European companies (particularly SMEs) in their efforts to commercialise water reuse solutions;
- (g) raise public awareness and understanding of water reuse practices;
- (h) promote research and innovation on water reuse.
- (i) encourage and facilitate the training and education of people involved in the water reuse sector.

Resources

4. (1) The activities of Water Reuse Europe will be financed through subscription fees received annually from members to ensure the steady growth of the Association through cash flow.

(2) Other sources of income such as grants or awards will also be pursued.

(3) Borrowing, raising loans or money in the name of the Association shall not be authorised.

Not for profit

5. The association is not established or conducted for private gain. The incomes or assets of the Association are only to be applied in promoting its objects.

PART 3 MEMBERS

MEMBERS RIGHTS

Definition

6. (1) Members of Water Reuse Europe have no constitutional rights but have the contractual right to receive certain benefits from the Association.

(2) Members have the right to attend the annual general meeting (AGM) of Water Reuse Europe and may be invited by directors to vote special resolutions at annual meetings of Water Reuse Europe as detailed in the articles constituting Part 5.

(3) Every member of Water Reuse Europe shall agree to the Articles of the Association, and any amendment that may be made.

BECOMING AND CEASING TO BE A MEMBER

Becoming a member

7. (1) Membership of the Association is open to companies and institutions belonging to the membership categories defined in Article 0.

(2) Any organisation becoming a member of the Association shall register a representative who will attend AGMs on behalf of the organisation.

(3) No organisation shall become a member of Water Reuse Europe unless that organisation has completed a membership application form in writing addressed online or by post to the Association and has paid the fees corresponding to the membership category that person belongs to.

(4) Admission to membership shall be approved by the CEO.

(5) Membership becomes active upon payment of the full relevant membership fee.

(6) In cases where the CEO has any concerns or doubts about the legality or suitability of a potential member, he/she shall consult the board for a final decision on admission.

(7) A register of all current members of Water Reuse Europe shall be maintained by the

Association's secretariat.

Membership categories

8. (1) Four categories of membership are defined:

- (a) Category 1 Commercial companies involved in the water reuse sector (e.g. water services companies, equipment providers, consultancies, etc.).
- (b) Category 2 Public bodies involved in water reuse (e.g. regulators, publicly owned water supply bodies);
- (c) Category 3 Universities / Research Centres;
- (d) Category 4 Trade & professional associations (local, national, international);

(2) All categories of members are required to pay annual fees. The board of directors shall fix the amount of these fees.

Termination of membership

9. Membership of Water Reuse Europe will be terminated by the board of directors if:

- (a) annual membership fees have not been fully paid in due time;
- (b) as decided by the board of directors, any individual or institutional member is found to be acting contrary to the interest of Water Reuse Europe, and/or to be engaged in activities that could damage the reputation of Water Reuse Europe;
- (c) a member has expressed an intention to withdraw their membership in writing to the Water Reuse Europe office.

PART 4

GOVERNANCE

Structure

10. The affairs of the Association will be directed and coordinated by a Chief Executive Officer (CEO) and a board of directors. The governance structure of the Association will also include a secretariat.

DEFINITION OF ROLES

Chief executive officer

11. The principal roles of the CEO will be to:

- (a) manage the day-to-day activities of the Association;
- (b) line manage the Association's secretariat;
- (c) work with the board to prioritise and cost services offered by the Association;
- (d) coordinate delivery of services offered by the Association;
- (e) actively recruit new members;
- (f) approve membership applications;
- (g) actively promote the Associations' activities;
- (h) actively develop collaboration opportunities with associations, organisations or networks promoting water reuse through education, applied research or policy development.
- (i) be a leading voice promoting the water reuse sector in Europe and beyond;

Directors

12. In addition to their role on the board of directors (Article 0), the directors of Water Reuse Europe are responsible for the management of the Association's business which consists of:

- (a) ensuring that annual accounts and other legal documents are submitted in due time to Companies House;
- (b) defining the strategic plan and reviewing it every year;
- (c) setting the Association's budget annually.

Secretariat

13. The secretariat of the Association will assist the CEO and the board of directors with regards to administrative tasks associated with the operation of Water Reuse Europe. For instance, these tasks will include:

- (a) handling communications for the CEO;

- (b) managing memberships;
- (c) organising and running events;
- (d) keeping track of the Association's expenditure (payments and invoices);
- (e) keeping records of the Association's activities (membership records, minutes of meetings, decisions etc.);
- (f) processing invoices, salaries and payments.

BOARD OF DIRECTORS

Composition

14. (1) The board of directors shall comprise seven directors.

(2) All directors shall be employees of a Water Reuse Europe member organisation. If not, the company or institution they are employed by must become a member of Water Reuse Europe at the time of their nomination as directors.

(3) The directors shall also be members of the Association for the purposes of the Act and shall be entitled to attend and vote at general meetings of the Association.

(4) Directors serve on the board in a personal capacity and not as official representatives of the company/institution they are employed by.

(5) Five of the seven directors shall be individuals currently employed by a member institution from Category 1 or Category 2 (see Article 0). The remaining two directors can be drawn from any membership category. However the board shall act to encourage smaller companies to nominate candidates for vacant director positions.

(6) One director of the board shall be nominated as chairperson of the board for a period of two years. If more than one nomination is received a secret ballot will be held amongst the current directors to elect the chairperson. The chairperson of the boards shall be in charge of:

- (a) planning and conducting board meetings and the annual general meeting of the Association;
- (b) ensuring that the board is effective in its tasks of setting and implementing the association's direction and strategy;
- (c) ensuring that all directors are involved in the board's work;
- (d) ensuring the board focuses on its key tasks;
- (e) supporting the CEO in the execution of their duties.
- (f) organising the election of a new chairperson before their term lapses.

Powers and responsibilities

15. (1) The board of directors shall appoint the CEO and the secretariat of the Association. Further details on the appointment of the CEO are provided in Article 0.

- (2) When necessary, the board shall review and amend the Articles of Association according to the provisions of Article 0.
- (3) The board shall set and communicate the Association's values and standards.
- (4) The board shall determine the strategic direction of the Association.
- (5) The board shall act to ensure the financial sustainability and stability of the association. It should be noted that the directors are not personally responsible for ensuring the financial sustainability and stability of the Association. However, subject to Article 993 of the Company's Act 2006, directors may face personal prosecution if found guilty of an offence for fraudulent trading.
- (6) The board shall approve the Association's eligible expenditure, its annual accounts and its budget for the forthcoming year.
- (7) The board shall decide upon the exclusion of members.
- (8) The board shall have the power to dissolve the Association.
 - a) If upon dissolution of the Association there remains any surplus funds or assets after all debts and liabilities have been satisfied, these shall not be paid or distributed among the directors or members of the Association, but shall be given or transferred either:
 - (i) to another body with objects similar to those of Water Reuse Europe; or
 - (ii) to another body, the objects of which are the promotion of charity and anything incidental of conducive thereto, (whether or not the body is a member of Water Reuse Europe).
 - b) This body shall be chosen by the directors of the association at the time of dissolution.
- (9) The board shall have the power to dismiss the CEO, the secretariat or any of the directors and provide for a replacement of these individuals if they are neglecting their duties or found to act against the interests of the Association.

Operation

- 16.** (1) The board of directors may meet together to discuss Water Reuse Europe's activities, plan future actions, discuss financial status, and more broadly manage the affairs of the Association.
- (2) The board of directors shall meet at least twice a year. At least one of these meetings shall be face to face. The quorum for a board meeting shall be five persons, one of whom must be the chairperson.

(3) If for any reason, the chairperson is not able to participate in a meeting of the board, the participating directors must appoint a substitute chairperson before the start of the session. In case of non-attendance of the chairperson at two consecutive meetings of the board, he/she will be dismissed and a replacement will be nominated by the board.

(4) An individual from the secretariat shall also attend the meetings of the board and record the minutes of the meeting in order to make them available to the board or members after the meeting.

(5) Decisions taken during any meeting of the board of directors shall be done in agreement with rules detailed in Article 0.

(6) The board of directors can invite members to attend board meetings for the purpose of presenting information of use to the board in executing their remit.

Decision-making by directors

17. (1) Any decision must be taken following a vote by a show of hands of the directors present at the meeting.

(2) All directors of the board, except the CEO who acts as an ex-officio director of the board, are entitled to vote a decision. It should be noted that the CEO should withdraw from any board meeting where personal matters concerning him/her are to be discussed.

(3) A decision shall be taken only if a majority of the directors present at the meeting approve it. By definition, a decision of the directors is taken unanimously when all directors share a common view on a matter.

(4) If the numbers of votes for and against a proposal/decision are equal, the chairperson or other director chairing the meeting shall have a casting vote.

(5) At a board meeting, unless a quorum is participating, neither a proposal nor a decision is to be voted on except if the proposal relates to the calling of another meeting.

(6) A record of the decisions approved at a meeting shall be kept in writing at the Association's office, and indicate in writing the agreement of each eligible director.

Calling a meeting of the board

18. (1) Over the duration of his/her tenure, the chairperson of the board shall be responsible for calling meetings of the board by giving notice to each director.

(2) Notice of any meeting of the board must be sent via email by the secretariat on behalf of the chairperson to each director at least one month in advance of the proposed

meeting date and must indicate its proposed date, time and location.

(3) Apart from the chairperson, no director shall be able to call an extraordinary meeting of the board, unless a director estimates that a meeting is required as a matter of urgency to discuss an issue that may affect the operation or financial stability of Water Reuse Europe. In that case, that director shall contact the chairperson and justify in writing the reasons for calling an extraordinary meeting of the board.

Conflicts of interest

19. (1) Board members are expected to declare any conflicts of interest around issues discussed or vote taken at a meeting of the board.

(2) If a proposed decision of the directors is concerned with an actual or proposed transaction or arrangement with the company in which a director has a financial or professional interest, that director is not to be counted as participating in the decision-making process for quorum or voting purposes.

(3) Subject to paragraph (4), if a question arises at a meeting of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chairperson whose ruling in relation to any director other than the chairperson is to be final and conclusive.

(4) If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chairperson, the question is to be decided by a decision of the directors at that meeting, for which purpose the chairperson is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes. The board will appoint a temporary chairperson for that purpose only.

Records of decisions

20. (1) The directors must ensure that a record, in writing, of every unanimous or majority decision taken by the directors is kept at the Water Reuse Europe's office for at least 10 years from the date of the decision recorded.

APPOINTMENT OF THE CEO AND DIRECTORS

Methods of appointing the CEO of Water Reuse Europe

21. (1) The CEO of Water Reuse Europe shall be appointed by the board of directors following a full recruitment process including a call for applications, a screening of applications and short-listing of potential candidates, interviews of candidates and verification of references.

(2) Details regarding the CEO's contract of employment including period of service and salary shall be decided by the board of directors at the time of recruitment.

Methods of appointing directors

22. (1) Any individual employed by a member of the Association and who is willing to act as a director, and is permitted by law to do so, shall be eligible for appointment as a director.

(2) When a director's position become vacant, the members of the Association will be invited by the CEO to nominate a potential replacement. Once the eligibility of the potential candidates to act as directors has been verified by the CEO and board of directors, all members will be invited to vote for their preferred candidate via an online voting system.

(3) A new director shall be elected at a simple majority.

(4) A director's normal term of office is three years. However, the first Water Reuse Europe board of directors shall be composed of four directors appointed for a three-year term, while the remaining three directors shall be appointed for a two-year term.

(5) After the initial Water Reuse Europe board of directors has been appointed, the renewal of the directors shall be based on a rolling programme agreed by the board.

(6) Other than in the case of the first Water Reuse Europe board, all directors will be appointed for a period of one three year term and may serve a maximum of two contiguous terms.

(7) In the case that no candidate applies for a vacant position of director but a member that has already served for two terms wishes to apply again, the board shall decide to exceptionally appoint him/her for a further term.

Termination of the CEO or any director's appointment

23. A person ceases to be a CEO or director as soon as:

- (a) that person ceases to be a director by virtue of any provision of the Companies Act 2006 or is prohibited from being a director by law;
- (b) a bankruptcy order is made against that person;
- (c) a composition is made with that person's creditors generally in satisfaction of that person's debts;
- (d) the board reasonably believes that person has become physically or mentally incapable of acting as a director and they resolve that he/she be removed from office;
- (e) that person fails to attend three consecutive meetings of the board and

- the board of directors resolves that he/she be removed for this reason;
- (f) that person is found to be responsible for bringing Water Reuse Europe into disrepute;
 - (g) for any reason, that person ceases to be employed by a member organisation;
 - (h) that person is found to have failed to declare a conflict of interest as outlined in Article 0.
 - (i) a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a CEO or director and may remain so for more than three months;
 - (j) by reason of that person's mental health, a court makes an order which wholly or partly prevents that person from personally exercising any powers or rights which that person would otherwise have;
 - (k) notification is received by the company from the CEO or director that he/she is resigning from office, and such resignation has taken effect in accordance with its terms.

Directors' expenses

24. (1) The Association may pay any reasonable expenses which the directors properly incur in connection with their attendance at,

- (a) meetings of directors or committees of directors;
- (b) general meetings;

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Association.

PART 5

MEETINGS OF THE ASSOCIATION

ORGANISATION OF GENERAL MEETINGS

General rules

25. (1) Water Reuse Europe shall hold an annual general meeting (AGM), not later than six months after the end of the financial year, the minutes of which shall be made available to all members of the Association no more than one month after the AGM.

(2) The purpose of the AGM shall be to:

- (a) present the annual achievements of the Association (i.e. annual report);
- (b) expose the financial situation of the Association for transparency purposes;
- (c) provide its members with an opportunity to express their views on the

- Association's management and strategic plan;
- (d) provide its members with an opportunity to vote a decision/resolution that the directors would like them to approve;

(3) The composition of the AGM of Water Reuse Europe shall comprise all members of the Association who attend.

(4) A quorum of five directors, the CEO and chair of the board must be present at any Water Reuse Europe AGM.

(5) The directors of Water Reuse Europe must call an extraordinary general of the Association meeting if at least ten members of Water Reuse Europe request to do so in a co-signed letter, which sets out the reason for calling such a meeting, addressed to the Chair of the board.

AGMs' notice

26. (1) The AGM of Water Reuse Europe must be called with at least three weeks notice.

(2) Every notice calling an AGM must specify the date, time and location of the AGM and the general nature of the affairs to be discussed.

(3) If the directors plan to put a resolution to the vote of the Association's members, the matter of that resolution should also be included in the notice. Further details on general voting rules at AGMs are provided in Article 0.

Attendance and speaking at AGMs

27. (1) All individual members are allowed to attend an AGM.

(2) For member organisation from Category 1 to 4 (see Article 0), one representative is allowed to attend an AGM.

(3) A person is able to exercise the right to speak at an AGM when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

(4) A person is able to exercise the right to vote at an AGM when:

- (a) that person is a representative of a member organisation;
- (b) that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
- (c) that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.

(5) The directors may make whatever arrangements they consider appropriate to enable those attending an AGM to exercise their rights to speak or vote at it.

Chairing AGMs

28. (1) The chairperson of the Association, nominated by the directors in accordance with Article 0 (4), shall chair AGMs if present and willing to do so.

(2) If the chairperson is unwilling to chair the AGM or is not present within ten minutes of the time at which a meeting was due to start, the directors present at the meeting must appoint a director or member to chair the meeting, and the appointment of the chairperson of the meeting must be the first business of the meeting.

(3) The person chairing an AGM in accordance with this article is referred to as “the chairperson of the meeting”.

Attendance and speaking by non-members

29. The chairperson of the AGM may permit other persons who are not members of Water Reuse Europe to attend and speak at a general meeting.

Adjournment

30. (1) If the persons attending an AGM within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chairperson of the meeting must adjourn it.

(2) When adjourning a general meeting, the chairperson of the meeting must:

- (a) either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors, and;
- (b) have regard to any directions as to the time and place of any adjournment which have been given by the meeting.

(3) If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Association must give at least seven clear days’ notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):

- (a) to the same persons to whom notice of the Association’s general meetings is required to be given, and;
- (b) containing the same information which such notice is required to contain.

(4) No business may be transacted at an adjourned AGM, which could not properly have been transacted at the meeting if the adjournment had not taken place.

VOTING AT ANNUAL GENERAL MEETINGS

Voting: general

31. (1) A resolution put to the vote by the board of directors at an AGM must be decided on a show of hands unless a poll is duly demanded by a member.

(2) Any organisation which is not a member of Water Reuse Europe shall not have any right to vote at general meetings.

(3) For a vote on a resolution at an AGM, every person, or organisation, present (whether a member or authorised representative of a member) and entitled to vote shall have a maximum of one vote.

(4) In the case of an equality of votes, the resolution put to the vote is considered as vetoed by the members and must either be discarded or amended so it can be reconsidered.

PART 6

ADMINISTRATIVE ARRANGEMENTS

Amendments to the Articles

32. If a decision of the directors affecting the Association's constitution is approved at a meeting of the board, the board shall amend the Articles of Association to reflect its developing status.

Financial policy of Water Reuse Europe

33. (1) The financial year of Water Reuse Europe shall start on the 1st of April and end on the 31st of April, although it may be amended by resolution of the board of directors.

(2) Membership fees are to be set by the board of directors, details of which shall be available on the Association's website.

(3) The directors reserve the right to modify the membership fees at anytime, but any change must be clearly announced on the Association's website.

(4) The Association shall accept funding from organisations, agencies and individuals only if approved by the board of directors.

(5) The Association funds shall be used to finance solely the Association's activities and deliver its aim and objectives (see Article 0).

(6) No fund shall be used for the Association's activities without authorisation from the

board of directors.

(7) The accounts of the Association shall be audited annually by an independent auditor appointed by the board of directors.

Records and reports

34. (1) The directors of Water Reuse Europe shall ensure that a members' register, financial and accounts records are kept at its office and are available for review at any time.

(2) The directors shall ensure that minutes of all proceedings at the board meetings and AGMs are made and kept in writing at Water Reuse Europe's office. The minutes shall include the names of those present.

(3) The directors shall comply with the requirements of the Companies Acts with regards to the preparation and delivery to Companies House of:

- (a) Annual returns
- (b) Annual reports
- (c) Accounting records.

(4) Except as provided by law or authorised by the directors or an ordinary resolution of the Association, no person is entitled to inspect any of the Association's accounting or other records or documents merely by virtue of being a member.

Insurance

35. (1) The directors may decide to purchase and maintain insurance, at the expense of the Association, for the benefit of any relevant director in respect of any relevant loss.

(2) In this article:

- (a) a "relevant director" means any director or former director of the Association or an associated company;
- (b) a "relevant loss" means any loss or liability which may be incurred by a relevant director in connection with that director's duties or powers in relation to the Association.

Use of the Association's name, logo and visual identity

36. (1) Intellectual property rights related to the Association's trademark and visual identity are owned by Water Reuse Europe.

(2) No member shall use the name, logo or elements of the visual identity of Water Reuse Europe without the prior written approval of the CEO.

(3) Any members wishing to use the Water Reuse Europe trademark should apply in writing to the CEO of Water Reuse Europe.

(4) Any member authorised to use the Water Reuse Europe trademark should ensure that:

- (a) the logo is used in a manner that meets the terms of use provided by Water Reuse Europe;
- (b) the logo is not used in a way that is contrary to the interest of Water Reuse Europe or that could damage the reputation of Water Reuse Europe.

(5) The membership of any member found to be misusing or abusing of the association's name and visual identity will be terminated by the board of directors.

Appendix 2 – WRE website terms of use

ACCEPTANCE OF TERMS

This agreement is between Water Reuse Europe (WRE) (the association, “we” or “ours”) and you (“user”) for the use of the WRE website. This agreement includes any guidelines or rules posted or updated on our website.

By using this site, you agree to the terms and conditions of this agreement which can be found at any time on the WRE website.

PRIVACY

Any personal information you provide will be held in accordance with the principles of the Data Protection Act 1998 (<http://www.legislation.gov.uk/ukpga/1998/29/contents>) and used only for the reason specified at the point of collection.

Personal and contact information you submit on this website, including emails and online form submission, may be recorded or held in a database. Occasionally, we may send you some information about WRE and its activities.

Any personal information sent to, or communications made with, WRE are strictly confidential and we will never sell, license or trade your personal details to any third party.

If you have any questions or concerns about personal information displayed on, or collected by, WRE you can contact us by email at info@water-reuse.eu

STATISTICS

WRE uses Google Analytics™ to gather statistics on how our website is used including number of visitors, location of hosts and visitors, browser used and most popular pages. No personally identifying information is collected.

COOKIES

Our website uses cookies to track usage of our website and help you navigate through it more efficiently. They only relate to our activities and therefore do not collect any personal information.

COPYRIGHTS AND INTELLECTUAL PROPERTY

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- You may view, print or download to a local disk the material contained on the site as long as it remains solely for personal, non-commercial purposes.
- You may copy the content to individual third parties for their personal use only if the WRE website is clearly referenced as the source of the material.

You may not, except with the WRE written permission, distribute or commercially exploit the content. Nor may you transmit it or store it in any other website or other form of electronic retrieval system.

Copyright enquiries relating to the content of the WRE website should be addressed directly to WRE (see contact details).

MEMBERS AREAS

To access the Members areas of the WRE website, you must be a current member of WRE and as such hold a WRE username and password. You agree that you will be responsible to keep your member account, hence username and password confidential. If you notice that your account details have been lost or stolen, or you suspect any unauthorised use of your account that may affect the WRE website, you agree to notify us promptly by contacting us at: secretariat@water-reuse.eu

Some of the content of the WRE website is only available to WRE members. This includes access to the WRE members' directory; various documents such as databases of existing water reuse schemes, information on water reuse tools and techniques; a publications library and access to discussion forums. All data available within these members only area are subject to the copyrights and intellectual property rules stated above.

It should be noted that discussion forums are put in place only to allow members to exchange ideas and eventually resources with other members of WRE in a secure environment. Therefore, WRE reserves the right to delete any offensive, abusive or defamatory comments, promoting illegal activities or comments advertising products or any services for marketing purposes.

TERMINATION OF ACCESS TO MEMBERS AREAS

You agree that WRE may terminate your member privileges without notice for the following reasons:

You have violated any provision of this agreement;

You are found to be acting contrary to the interests of WRE, and/or to be engaged in activities that could damage the reputation of WRE;

Your annual membership fees have not been fully paid in due time;

You have expressed an intention to withdraw your membership in writing to the WRE office.

You agree that termination of your account will not result in any liability or obligation of Water Reuse Europe to you and any third party in connection to you.

Appendix 3- WRE website disclaimers

The information contained on this website is for general information purposes only.

The information is provided by WRE and while we try to keep the information up to date and correct, we make no warranties of any kind regarding the completeness, accuracy, reliability, suitability or availability of the website or the information, products, services, or related graphics contained on the website for any purpose. Any reliance you place on such information is therefore at your own risk.

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Every effort is made to keep the website up and running. However, WRE takes no responsibility for, and will not be liable for, the website being temporarily unavailable due to technical issues beyond our control.