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**RULES OF PROCEDURE**

THE MANAGEMENT BOARD OF THE ASSOCIATION OF PARENTS OF THE EUROPEAN SCHOOL BRUSSELS III (hereinafter "APEEE")

HAVING REGARD to Article 12(5) of its Statutes adopted by the General Meeting on 22 October 2015

CONSIDERING THAT the internal rules of procedure are without prejudice to and may not derogate from the applicable Belgian Law provisions or from the APEEE Statutes

HAS ADOPTED THE FOLLOWING RULES OF PROCEDURE, with effect from 1 June 2016:

CHAPTER I  
GENERAL PROVISIONS

*Article 1*  
*Scope*

These rules shall apply to all bodies established by the new APEEE 2015 Statutes, in particular, the Management Board (hereinafter "the Board") and its Preparatory Committees (hereinafter "Committees"), namely the Executive Committee (hereinafter "EXCO") and the Educational Advisory Committee (hereinafter "EAC"), as well as to all Working Groups (hereinafter "WGs") set up on a permanent or ad-hoc basis by the Board. Unless otherwise provided, the provisions referring to the internal functioning of the Board shall apply to all other bodies.

*Article 2*  
*Competence of the Board - Tasks of designated Board members*

1. The functioning of the Board is based on the principle of collegiality. All APEEE bodies shall exercise their rights and execute their obligations under the Board's accountability and collective responsibility.

The Board shall maintain a general residual competence for all matters. The delegation of its powers to the Committees shall be without prejudice to the prerogatives of the Board and shall not prevent the latter from closely following relevant developments and adopting the necessary decisions, where appropriate.

2. Without prejudice to their tasks set out in the statutory provisions and unless otherwise stated in the present rules of procedure, the precise tasks of the Board members are defined as follows:

- a) The President of the Board ensures coherence and continuity of the APEEE activities. He / She monitors the implementation of the annual work programme and of the annual budget. He / She contributes to the swift functioning of the Board by maintaining close and direct cooperation with the Vice-Presidents as well as with all Board members and staff. He / She leads the Association's external representation<sup>1</sup>, maintains a regular dialogue with the School management team and participates in all appropriate School bodies. With the approval of the Board, the President may undertake other tasks, such as the participation in specific actions, including the responsibility for monitoring WGs;
- b) The Vice-President for Administrative Affairs is in charge of the APEEE's staff policy, ensures the lawful conclusion and execution of contracts, including following a tender procedure, and oversees the Association's accounts in close cooperation with the Treasurer. Acting as a Chair of the EXCO, the Vice-President ensures its smooth and efficient running and monitors the results of the relevant WGs, thereby preparing the subsequent Board decisions within its area of competence;
- c) The Vice-President for Educational Affairs is responsible for leading the APEEE's activity in all educational matters. In this respect, he/she follows developments, liaises with the School and endeavours to coordinate and represent parents' views within relevant bodies. Acting as a Chair of the EAC, the Vice-President ensures its smooth and efficient proceedings and monitors the ongoing process within ad-hoc WGs, thereby preparing any subsequent Board decisions in this area of competence;
- d) The Vice-President for Information and Communication is in charge of the implementation of the APEEE's (internal and external) communication and IT (networks and hardware) policies in close cooperation with the School and with the assistance of specific WGs. The Vice-President is assisted by a Deputy specialising in IT matters. The Vice-President contributes to maintaining open communication channels with parents and students through all appropriate means, including by regularly updating information on the website;

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<sup>1</sup> See Article 19(2) of the Statutes.



- e) The Treasurer is in charge of preparing and presenting to the Board the annual draft budget in accordance with Article 11. He/she is also in charge of the daily monitoring of APEEE's orders and payments in cooperation with APEEE's staff and external accountants and auditors under the supervision of a permanent WG on internal control. The Treasurer also monitors the Springfest account in accordance with the provisions of the convention between the APEEE and the School, in keeping with the functional independence of Springfest operations from the APEEE. The Treasurer communicates directly with the Vice-President for Administrative Affairs and the President bringing to their attention any potential issues requiring prompt intervention and discussion within the Board. The results of the Treasurer's tasks are presented to and examined by the EXCO and the Board in accordance with the financial provisions;
- f) The members of the Board in charge of Transport, Extra-curricular Activities and Canteen/Cafeteria lead the relevant Operational WGs and oversee the implementation of APEEE policies as agreed by the Board in relation to their respective sectors, in close cooperation and consultation with the APEEE's staff, in particular the Human Resources and Operations' Manager, and in accordance with the conventions between the APEEE and the School. They shall keep the EXCO regularly informed about all policy and staff developments and prepare draft decisions for approval by the EXCO and/or the Board as required. They shall cooperate closely with the Treasurer and the Human Resources and Operations' Manager in monitoring the draft estimates of revenue and expenditure for their sectors on a monthly basis;
- g) The member of the Board acting as "Secretary" prepares draft minutes of the Board's and of the Committees' meetings with the assistance of a Deputy Secretary and of the Administrative Office Manager. This responsibility may be delegated to another designated staff member. The Secretary also maintains the APEEE's registry.

## CHAPTER II OPERATIONAL PROVISIONS

### *Article 3*

#### *Preparation of the Board meetings - Working arrangements in the Board*

The draft agenda shall be sent no later than one week before the Board meeting. It shall mention all preparatory documents reviewed by the Committees, which shall be issued, to the extent possible, no later than the Friday of the week preceding the Board meeting.

The draft agenda shall include three main parts:

- a) Information points, whereby members are provided in advance with all written information from the Committees and the WGs enabling the Board to acknowledge the progress made and to approve the results without further debate. Information points may include:
  - 1) Points decided upon by the EXCO;
  - 2) Points agreed upon by the EAC;
  - 3) The President's and other Board members' contacts and actions.
- b) Discussion points, where the Board examines outstanding issues and provides clear direction with a view to any further technical examination in the Committees and the WGs and/or to the adoption of decisions within a reasonable timeframe;
- c) Draft decisions presented to the Board for adoption.

If a change to the draft agenda is proposed, the President shall inform the Board of the modification prior to the meeting.

The Chairs of both Committees shall present the outcome of their deliberations in writing to the next Board meeting. The minutes shall, to the extent possible, contain the options presented, indicate the grounds justifying the final decision and mention the final result of votes within the Committees. All preparatory or background documents referred to in the Committee meetings shall be accessible to all Board members.

4 A discussion on any decision or position adopted by the Committees may be held in the Board at the request of at least five members or of its President. When deciding on its final position, the Board shall take into account, but shall not be bound by, the decisions taken or positions adopted by its Committees.

The Board may launch a written procedure to adopt a decision in cases of urgency, whenever a decision is close to being adopted pending editorial changes or if it so decides in one of its meetings. When launching a written procedure, the President (or, in his or her absence, one of the Vice-Presidents) shall set a deadline of between three and five working days.

The decision shall be deemed to be adopted, unless a majority of Board members, as set out in the statutory provisions or in these rules, object thereto (silent written procedure). The outcome of the written procedure shall be notified to all Board members and shall be published on the website.

#### *Article 4* *Voting arrangements in the Board*

Without prejudice to Article 14(3) of the APEEE Statutes, any procedural decision of the Board, such as the launch of a written procedure or a vote by a secret ballot, shall be taken by a simple majority of members present or represented.

The Board may decide on any item by acclamation (consensus), a show of hands or by secret ballot, when the confidentiality of the vote is essential (e.g., suspension of the right to vote in the event of a conflict of interest, staff cases).



*Article 5*  
*Participation in the Board meetings*

All Board and staff members are bound by the obligation of discretion (or confidentiality), as regards discussions taking place within the Board. Official information engaging the responsibility of the Board is included only in the minutes and the published decisions of the APEEE bodies.

The Administrative Office Manager shall participate in the meetings of the Board. The Secretary and the Administrative Office Manager shall maintain a record of Board members' absences from the APEEE's meetings and keep the list of members of its Committees and WGs up-to-date.

Other members of the APEEE staff, contributing members and persons external to the APEEE may be invited by or with the approval of the President to attend all or parts of the meetings and to take part, as observers, in the discussion of an item of concern to them.

*Article 6*  
*Establishment, tasks and functioning of the Preparatory Committees*

6 The establishment of the Committees (EXCO and EAC) through the appointment of their members shall take place as soon as possible following the ordinary General Meeting.

Committee meetings are convened by their Chairs. The President may replace either Chair and participate in the Committees' discussions without voting rights. Committee members may vote by proxy by giving an authorisation to another Committee member. A Committee member may be appointed proxy by no more than one other Committee member.

When the maximum number of Committee members provided for in the Statutes has not been reached, any new member may participate in the Committee proceedings with effect from the date of their appointment by the Board.

Committee meetings precede the Board meetings and are held on a monthly basis. Ad-hoc meetings may be convened by their Chairs upon request of one or several of its members or in situations of urgency on initiative of their Chairs. Their agendas and all preparatory documents are either published on the website or made available upon request, unless there are reasons to refuse access under the conditions and exceptions set out in the general policy on access to APEEE documents.

The Board delegates to the EXCO the authority to take financial decisions where the expenditure does not exceed 10.000 euros (per item or per year in the case of recurring expenditure). All such decisions shall be duly justified and recorded in the minutes of the meeting.

Horizontal decisions involving the delivery of all APEEE services as well as decisions related to one or more sectors shall be prepared by the WGs, discussed in the EXCO and approved by the Board.

The EAC may adopt preliminary positions on educational matters, which shall be confirmed at the next Board meeting. Representatives on the School's Educational Councils may participate in the EAC's meetings as observers. The position expressed by parent representatives on the School's Educational Councils within the EAC is referred to separately if necessary.

Unless otherwise provided, the voting arrangements within the Board shall apply by analogy to the Committees. The EXCO adopts its decisions by a simple majority of its members, by a secret ballot or by a show of hands. The EAC endeavours to adopt any positions on pedagogical matters by consensus (common positions) to the extent possible. Minority position may be recorded in the outcome of proceedings.

A written procedure may be decided for the adoption of decisions or positions by the Committees. The result of any written procedure shall be recorded in the report to the Board.

**7** In cases where a final position of the Board is deemed necessary and urgent, the Chair shall request that the President of the Board launch a written procedure.

Contributing members may be invited, with the prior authorisation of the Chair, to attend parts of meetings of either Committee and to take part, as observers, in discussions on items of concern to them.

### *Article 7* *Establishment, tasks and functioning of Working Groups*

Working Groups (WGs), their membership and their terms of reference (mandate) are established by decision of the Board on :

A. Permanent basis ("Operational WGs"), dealing with transport, extracurricular activities, canteen/cafeteria, internal control as well as information/communication) and

B. Ad-hoc basis depending on the needs.

Contributing members who are not members of the Board may express the interest to take an active part in WG meetings and activities with the approval of the Board. Their selection is based on their specific expertise or interest. Contributing members will not participate in the day-to-day management of the Operational WGs.

All WGs shall prepare documents for policy decisions to be taken by the Committees or the Board respectively and shall perform ad-hoc tasks delegated to them.

Operational WGs may discuss and adopt positions regarding the day-to-day management of their sectors based on their respective mandates while keeping the EXCO and the Board regularly informed. The Board maintains responsibility for all decisions related to the annual planning, general communication policy or for those entailing legal obligations for the Association. A presentation of the developments in each sector (transport, extracurricular activities, canteen/cafeteria, internal control as well as information/communication) and a policy discussion in the Board are held twice a year. Operational WGs' reports may be discussed in the Board at any time.

The Chairs shall refer to the WGs' reports in their Committee's (EXCO and EAC) minutes, which shall be addressed subsequently to the Board for information and for approval of any policy decision.

All WGs are chaired by the Board member in charge of the relevant sector or by other Board members or members of the School's Educational Councils participating in the EAC. The number of participants in the WGs is set at a maximum of five. A higher number of WG participants may be decided by the Board, only if justified by the subject matter or if additional input is required at a certain point.

All WG members are bound by confidentiality requirements as decided by the Board.

New members may replace those who have resigned and fill any vacant posts, with the approval of the Board. Their composition shall be updated after each yearly General Meeting. Updated lists of WG members shall be published on the APEEE website.

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WGs shall deliberate by consensus. The dates of their meetings and their minutes will be communicated to the APEEE HR and Operations' Manager, to the President as well as to the competent preparatory Committee's Chair or the Vice-President for Information and Communication.

### *Article 8 Conflict of interest*

The procedure set out in Article 16 of the Statutes shall be launched at the initiative of the President or of the Vice-President for Administrative Affairs.

Before any decision is taken, the President and Vice-President for Administrative Affairs shall examine all facts and circumstances, hear the views of Board members and other persons concerned and report their findings to the Board.

### *Article 9 Typology of documents and working procedures*

Draft and final Board documents shall bear the acronym CA, those of the Executive Committee the acronym EXCO and those of the Educational Advisory Committee the acronym EAC.

All APEEE documents shall be numbered and refer to the year of adoption (e.g., EAC 1/2016).





The Board, both Committees and WGs may establish their own working procedures under the scrutiny of the Committees or the Board. The Secretary and the Administrative Office Manager shall maintain a register of the working procedures.

*Article 10*  
*Access to documents or information*

The Board shall adopt the APEEE's policy on access to documents and information.

Requests for access to documents by contributing members have to be made through the President of the Association. The President shall initiate within 48 hours a consultation procedure involving the Vice-Presidents for Administrative Affairs and of Educational affairs as well as the Board member in charge of the sector concerned, as required. The President shall decide on the request following the consultation. The decision shall duly take into account any remarks submitted by all those who have contributed to the content and the management of the requested document. Unless there is urgency, the decision shall be notified to the contributing member within thirty days of the request.

In the event of a confirmatory request being made against a negative decision, the Board shall decide within a month of the confirmatory request whether the request shall be granted.

9 Access to documents shall be granted through on-site visits and by taking notes of them or copies.

Board members shall be granted access to the information and documents necessary for the effective execution of their function. Request for information concerning particular sectors shall be addressed to the Board member in charge of the sector concerned. Requests for information for other areas shall be addressed to the relevant Vice-President. In the event of disagreement, the Board shall decide on the request.

CHAPTER III  
FINANCIAL PROVISIONS

*Article 11*  
*Budget*

The APEEE's budget shall be prepared, approved and implemented on an annual basis for the accounting year running from 01/09/N to 31/08/N+1. The Treasurer shall prepare and present the draft budget to the Board at its meeting in November of year N at the latest. To prepare the draft budget the Treasurer shall consult the WG on internal control on all budgetary matters and relevant counterparts, in particular the external accountant and the relevant Board members in charge of the sectors and APEEE staff. The Board shall review and, where necessary, amend the draft budget, which shall then be presented to the Annual General Meeting for final approval in December of year N.

In accordance with Article 2(2)(e), the Treasurer is responsible for monitoring the implementation of the budget. He shall present monthly reports to EXCO, on which Board members in charge of the sector concerned are invited to present their reasoned views.

All decisions on the pricing of sectors' activities (canteen prices, bus tickets, rates for extracurricular activities) shall be decided by the Board on a proposal from EXCO.

The EXCO shall submit on a quarterly basis a written report on budget implementation to the Board. The Chair may invite APEEE staff members involved in budget management and the external accountants and auditors to the meeting to present their views and findings, without prejudice to the prerogatives of the Board.

Members of the WG on internal control shall have access to relevant information with a view to executing their tasks. They may liaise with the APEEE's financial counterparts, its external accountants and auditors should they consider it appropriate.

## *Article 12* *Accounts*

The APEEE's accounting system is organised by sector (General Affairs, Transport, Extra-curricular Activities, and Canteen/Cafeteria).

With a view to presenting the accounts to the ordinary General Meeting for approval and obtaining discharge in accordance with Article 6(2)(c) of the Statutes, the Treasurer, in cooperation with the external accountant and the APEEE staff member concerned, shall consolidate the draft sectoral accounts.

The WGs in charge of the specific sectors shall review draft sectoral accounts as prepared by APEEE staff and the external accountant and discuss them with the Treasurer.

**11** The external accountant shall assess the accuracy of the draft accounts that are prepared by the APEEE staff and WGs. The accountant shall liaise with Board members in charge of the sectors concerned as necessary.

The WG on internal control shall be consulted on the final draft of the accounts. The external accountant shall reply to all queries raised by the Treasurer and/or members of the WG on internal control. He/she shall also be present twice a year (in February and September) at EXCO meetings. Any observations made by the accountant or members of the WG on internal control shall be annexed to the minutes of the EXCO meeting.

In February each year, the accountant shall prepare and submit to the Board a report containing remarks and possible recommendations concerning budget implementation in all APEEE sectors. This shall summarise the actions taken by staff, by sectoral WGs and by the EXCO in addressing previous recommendations and any substantial deviations from the annual budget. These recommendations shall be used as a basis for discussion within the EXCO and, if appropriate, the Board.

The first consolidated draft accounts shall be considered within the EXCO in September of year N+1. This shall be followed by the first consultation with the auditor in October of year N+1 with a view to presenting revised figures in the second version of the accounts. The auditor shall be consulted for a second time in November of year N+1 before the last EXCO and Board meetings, thereby preparing the final draft accounts with a view to the ordinary General Meeting in November/December of year N+1. The accounts shall be accompanied by the external audit's opinion, which the auditors present to the General Meeting.





The typical budgetary cycle for an accounting year of 01/09/N to 31/08/N+1 is represented by the timeline below:

- November N: presentation of the draft budget to the Board
- December N: approval of the budget by the General Meeting
- Monthly: reporting to the EXCO on budget implementation by the Treasurer
- Quarterly: reporting to the Board on budget implementation by the EXCO
- February of year N+1: meeting of the accountant with the EXCO on budget implementation
- February/March of year N+1: first consultation and opinion of the accountant/auditor
- March of year N+1: meeting of the accountant with the Board on budget
- September of year N+1: first version of the draft accounts and meeting of the accountant with the EXCO
- October of year N+1: second consultation and opinion of the auditor on the draft accounts
- November of year N+1: second version of the draft accounts, second opinion of the auditor and meeting of the accountant and, if necessary, of the auditor with the EXCO and the Board. Finalisation of the accounts
- December of year N+1: presentation of the accounts to the General Meeting, accompanied by the auditor's opinion. Discharge given by the General Meeting

### *Article 13* *External audit*

**13** The work of the auditors shall be based on the principle of independence from the APEEE's bodies and their members. Their duties are enshrined in Belgian law and result from a contract that respects the relevant statutory and internal provisions. They shall conduct their work in line with accepted auditing standards.

The auditors shall audit the draft accounts following their consolidation and review by the members of the WGs, external accountant, Treasurer and EXCO. Based on this, the auditors express to the EXCO their findings and recommendations. The EXCO is free to follow them or not, before forwarding the draft accounts to the Board for approval. Any disagreement with a finding or recommendation of the external auditors shall be duly justified and specified in the EXCO minutes. The auditors' findings and recommendations and EXCO's initial assessment shall be submitted to the Board for decision on any follow-up action.

Twice a year (i.e., in March and in October) the auditors shall prepare for the attention of the Board an audit opinion/report on the analytical accounts (activity by activity). The annual audit opinion/report of the external auditors shall present the results of the analysis of both the analytical accounts and the consolidated version of the accounts. The Board is free to decide whether to implement the auditors' recommendations or not, before forwarding the accounts to the General Meeting for approval and discharge.

The final opinion/report of the auditors shall not be issued before the Board adopts the accounts.

In addition to the audit of budget implementation, auditors' tasks may include, on an ad hoc basis and at the request of the Board, a review of the APEEE's procedures. The auditors' shall inform the EXCO of their observations by a management letter or presentation. If the auditors' observations attest:

- a) a significant risk to the continuity of the APEEE's activities;
- b) suspected fraud;
- c) a significant violation of the applicable legislation; or
- d) a deficiency that might affect the fair presentation of the accounts,

the EXCO and subsequently the Board shall be duly and immediately notified by the auditors by a management letter.

The EXCO shall prepare its response to the management letter within one month, which shall then be submitted to the Board for approval to ensure that necessary corrective actions are taken at the latest within six months, from the date of receipt.

The General Assembly shall be notified of the external auditors' findings and recommendations and the actions taken by the Board.


The cost of additional ad hoc tasks which may be assigned to the external auditors by the Board under paragraph 4 shall be included in the annual budget and specified separately.

*Article 14  
Procurement and payment rules*

**14.** The APEEE, being a non-governmental body, is not a public contracting authority within the meaning of Article 1(9) of Directive 2004/18/EC of the European Parliament and of the Council. However, given its particular role, and while representing and acting on behalf a large number of parents, it shall procure products and services in a manner that respects the principle of transparency and seeks to obtain the best value for money. In this respect, the Board may decide to apply public or restricted tender procedures for the procurement of products and services.

The approval of purchases exceeding an amount of 10.000 euros shall be made by the Board. Below that threshold, the Board delegates to the EXCO the power to decide on whether to apply the same procedures or to award the contract for products or services directly. Should the Board consider it appropriate, it may revise the threshold of 10.000 euros.

The approval of purchases related to depreciable equipment and investments need the approval of the EXCO independently of their value. For all other purchases amounting to between 2.000 euros and 10.000 euros, decisions shall be made by the EXCO. The approval of purchases amounting to less than 2.000 euros shall be made by the Board member in charge of the sector concerned, who shall report on them in writing to the EXCO.

<b>Limit (estimated lifecycle value)</b>	<b>Requirements</b>	<b>Decision made by</b>
< 2.000 EUR	Market survey	Board member in charge of sector
> 2.000 < 10.000 EUR	3 written quotations	EXCO
 > 10.000 EUR	Open or restricted procedure	Board



Regular payments within a framework contract, such as for example regular transport payments or purchases of canteen supplies can be made by the respective operations manager in agreement with the Administrative Office Manager without adhering to the procedures mentioned above. They shall inform the Board member in charge of the sector and keep EXCO regularly informed.

The following decisions shall be subject to prior EXCO approval regardless of the amounts involved:

- a) the creation of new budget lines;
- b) financial decisions related to permanent staff;
- c) financial decisions and payments to accountants and auditors for non-routine activities;
- d) any extraordinary payments not related to sectoral activities; and
- e) payments not falling under any accounting budget line.

Payments arising in the framework of an APEEE-School convention (such as for the Springfest), that are cost-neutral for the APEEE budget, are subject to the provisions of the relevant convention. The EXCO and the Board are kept informed in the interests of transparency and legality.

Each payment is subject to the prior approval of the Board member in charge of the sector concerned and the Administrative Office Manager, or the treasurer or the Vice-President for Administrative Affairs and have to be signed electronically by two EXCO members with power to sign (treasurer, Vice-President for Administrative Affairs and President) in order to be executed.

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EXCO shall adopt implementing rules and a detailed purchasing policy as appropriate.

## CHAPTER IV

### RELATIONS WITH MEMBERS AND STAFF

#### *Article 15*

#### *Letters - Replies to requests*

The Administrative Office Manager or another designated staff member shall keep a register of official requests for information and letters addressed to the Association or replied to by the President or Board members in the exercise of their functions. All members shall ensure that the final version of their reply is communicated to the Secretary and to the Administrative Office Manager.

The Administrative Office Manager shall reply to all letters and complaints submitted by contributing members concerning the provision of APEEE services. The operations manager and the Board member in charge of the sector shall be consulted in advance. The final text shall be submitted for information to the EXCO or the EAC respectively. A written summary of replies to complaints shall be provided to the Board for information every two months.

Board members and staff shall provide an answer within three days.





*Article 16*  
*Complaints by Board members and staff*

The President shall be informed immediately of any complaint submitted by a Board member or a staff member against a Board member or another staff member. Where appropriate, the President shall liaise with the Vice-President for Administrative Affairs and initiate a procedure for investigation or for an amicable settlement within 48 hours. The Board shall be informed accordingly. A reply to the complaint shall be adopted by the Board and be notified to the person within twenty working days.

*Article 17*  
*Languages of the Association*

The languages of the APEEE are English and French. Board documents that are available in either English or French are in principle not translated, unless there is a specific need (e.g. legal requirements under Belgian law).

*Article 18*  
*Employment relations - Roles and responsibilities*

17 The employment relations with the APEEE's staff are ruled by Belgian law and follow the specific regulations and working arrangements agreed by the Board. The Vice-President for Administrative Affairs shall report to the Board in relation to staff job descriptions, evaluations and promotion arrangements and suggest necessary organisational changes, as appropriate.

The APEEE's Human Resources' and Operations' Manager shall be responsible, *inter-alia*, for staff matters and staff management, in close consultation with the Vice-President for Administrative Affairs. The Human Resources' and Operations' Manager shall exercise coordination and supervision functions. He / She shall ensure that APEEE policies agreed by the Board are implemented in the respective services in a coherent and coordinated manner, in close consultation with the heads of sectors and the Operational WG in charge of the sector concerned, and shall report back to the Board regularly, on his / her initiative or upon request of the Board.

APEEE staff shall implement the general policies agreed by the Board as regards the quality, delivery conditions and pricing for the provision of all APEEE services, under the supervision of the Human Resources' and Operations' Manager and, where appropriate, the relevant Operational WG in charge of the sector concerned. Heads of sectors shall be responsible for the daily management of their service.

The President shall act as a mediator in cases of conflict between a Board member and staff, or if a request or complaint by a staff member is addressed to him/her. He / She shall examine the case and report back to the Board within a month, and submit recommendations for action as appropriate.

*Article 19*

*Entry into force*

These rules shall enter into force on 1 June 2016 and shall be made public on the APEEE's website.