MACN

Members' Meeting Pre-Reader

November 29-30 2022, Dubai

The Westin Dubai Mina Seyahi

Welcome to the MACN Fall Member Meeting!

This document provides information to help prepare you for the Member Meeting. We recommend that you use this document as a "Meeting Guide" during the event.

During the meeting you can **access the meeting materials and find meeting room locations by using the MACN Meeting App in SCHED**, including the information offered in this document. You will receive an email from SCHED a week prior to the event. The app can be accessed via your browser or via the SCHED app on your phone. Please contact the Secretariat if you do not receive anything from SCHED in your inbox before the meeting. Please also check your spam folder.

NOTE FOR ONLINE SESSIONS
Dear online participants, the Plenary Sessions will be made available online; kindly find the Teams Meeting links below:
Day 1: Link to join the meeting
Day 2: Link to join the meeting
We are aiming for a good quality audio for these sessions and the video will only focus on the relevant session speakers and not the audience.

Meeting guidance:

Attendees are kindly reminded of:

MACN's Anti-Trust Compliance Policy: MACN is committed to complying with all relevant competition laws and complying with this policy is a condition of MACN membership. Failure to comply with these laws can potentially have serious consequences for MACN and its members. Please review the policy in advance of the members' meeting and with respect to all MACN activities.

MACN meetings are held under the Chatham House Rule. Participants are therefore free to use the information received but may not reveal either the identity or the affiliation of the speakers nor that of any other participant. The Chatham House Rule does not provide any legal protection for information provided.

Post meeting activities:

On **6 December** members will receive a meeting summary. The purpose of this document is to assist members in sharing outcomes of the meeting internally.

On **12 January** the full minutes of the meeting will be available on MACN's member platform.

For any questions, please contact the MACN Secretariat.

We look forward to two exciting days together and wish you all safe travels to Dubai.

Warmest regards,
The MACN Secretariat

MACN Anti-Trust Compliance Policy

The Maritime Anti-Corruption Network (MACN) is an international business initiative in the maritime industry created to share and develop best practices, including policies and approaches, in the field of anti-corruption to enable fair trade to the benefit of society at large. The initiative relies on secretarial support from, amongst others, Business for Social Responsibility (BSR).

The Members of MACN believe that the objectives of MACN can best be advanced through collaborative efforts. MACN and its Members acknowledge and understand that their activities must always be undertaken in compliance with all applicable laws and regulations, including but not limited to laws and regulations relating to antitrust and competition. These laws are intended to preserve and promote free, fair and open competition. Failure to abide by these laws can potentially have extremely serious consequences for MACN and its Members.

The policy of MACN and its Members is therefore to conduct all its activities in strict compliance with all applicable antitrust and competition laws, to facilitate legitimate pro-competitive and other activities that help advance the objectives of the initiative, but which excludes any prohibited activities.

It is therefore against the policy of MACN to sponsor, encourage or tolerate any discussion, communication of any kind, information sharing or agreement that would violate applicable antitrust or competition laws. Any discussion, communication of any kind or agreement relating to commercially sensitive information, including but not limited to the following, therefore must always be strictly avoided:

Prices, including but not limited to actual prices, pricing policies, bids, discounts, promotions, terms of sale or credit, royalties or license fees;

Time charters, voyage charters, contracts of affreightment, relets, bareboat arrangements or spot freight contracts, excluding anti-corruption contract provisions which may be discussed;

- Customer lists;
- Production volumes;
- Costs, profits or turnover of individual companies, products or services;
- Offers or sales volumes to customers or territorial markets;
- Sharing or division of any product market or geographical market;
- Strategy or marketing plans;
- Production quotas, output and capacity, including fleet capacity, utilization rates, or inventory;
- Purchased volumes and demand;
- Boycotts and refusals to deal with companies or groups;
- Agreements concerning individual company decisions on whether to produce certain products, adopt certain product designs or carry out specific product release dates or cycles;
- Risks;
- Investments and disposals, including vessel new-building plans or arrangements, acquisition or the disposal of second hand vessels; or
- Technologies and R&D programs and their results.

Each Member will ensure that its representative(s) who attend MACN meetings or are otherwise involved with MACN will have received adequate training in compliance with anti-trust law with reference to dealings with competitors and trade associations, including exchange of information, and will have reviewed the MACN Anti-Trust Compliance Policy.

No discussion, communication or agreement of this type should occur during, in or around MACN meetings or calls, whether written, oral, formal, informal, by act or omission, in social settings or “off the record.” Each MACN Member is required to stop any discussion that violates this policy and report any violations to its own appropriate counsel.

While an important objective for MACN will be the development of shared principles for anti-corruption as well as aligned approaches to anti-corruption, it is stressed that such principles, policies or associated approaches will only be passed in strict

compliance with the applicable antitrust or competition laws and upon legal review by appropriate counsel. In any event, such principles, policies and approaches are not intended to limit any company's freedom or discretion to make its own business decisions, to prevent the manufacture or sale of any product not conforming to such a specified standard, or to have the effect of restraining competition, including amongst suppliers and sub-contractors to the Members of MACN. Additionally, no activity will include any discussion or action that might be construed or interpreted as an agreement or understanding to refrain from purchasing (or limiting the prices paid for) any raw materials, semi-finished products, equipment, services or other supplies from any supplier.

Furthermore, while an important objective for MACN will be the sharing of best practices, such sharing must be generic and must omit information that could identify specific parties or details, including names and dates, and must comply with the present anti-trust compliance policy. MACN commits to developing a separate, detailed policy on information sharing as an integral part of this anti-trust compliance policy.

For each meeting, agenda and minutes will be prepared, reviewed by an internal legal counsel of a MACN Member company, subsequently shared with all participants and approved by participants at the subsequent meeting in MACN. *(Paris, 2012)*

28 November at 18:00 – Network Reception
All participants are warmly invited to attend a pre-meeting drinks reception. Kindly sponsored by Marcura, we will have the opportunity to interact and network over a drink.
Location: Conference Terrace, The Westin

29 November at 19:00 – Member Dinner
The Participants' dinner will be held at the meeting venue.
Location: Serdaal Ballroom Terrace, The Westin

AGENDA

Tuesday, 29 November			Available Online
08:30 – 09:00 Registration & Coffee			
09:00 – 10:00	Plenary	A warm welcome to MACN's Fall Meeting!	✓
10:00 – 10:30	Plenary	Keynote Session: 9 days before 9 December (International Anti-Corruption Day)	✓
Puzzle Group Exercise 1 – Introduction & Break (Coffee & Refreshments)			
11:00 – 11:45	Workshops	Round: Pakistan, India, Egypt and Nigeria HelpDesk Clinic (only for new MACN members or members new to Helpdesk)	
Lunch			
12:45 – 13:30	Workshops	Round 2: Argentina, India, Bangladesh, Egypt and Nigeria HelpDesk Clinic (only for members who have used the Helpdesk)	
13:30 – 14:00 Puzzle Group Exercise 2			
14:00 – 15:00	Workshops	Bridging Data Reporting and Technology (Global Port Integrity Platform) • Workshop 1: Reporting – how can MACN support and boost internal reporting? • Workshop 2: How can MACN bridge technology for easier reporting and how do we get the MACN data closer to frontline?	
15:00 – 15:15 Break & switch to Plenary (Coffee & Refreshments)			
15:15 – 15:45	Plenary	Board update and Governance – General Assembly Member Voting	✓
15:45 – 16:30	Plenary	Member voices - Best Practice Sharing Session	✓
16:30 – 17:00 Puzzle Group Exercise 3 & Break			
17:00 – 17:30	Meeting Wrap up	Wrap up the Puzzle Exercise: What have you learned today? Want to hear from some of the groups – we want to hear from the Puzzle maker. The Secretariat thanks everyone for their contribution during the day and welcomes the members to the member dinner.	
19:00 Member Dinner at Serdaal Ballroom Terrace, The Westin			

NIGERIA HELPDESK CLINIC

Wednesday, 30 November			
09:00 – 09:30	Plenary	Welcome to day 2!	✓
09:30 – 10:15	Plenary Panel Discussion	Challenges and opportunities in industry – IMO work and Port State Control	✓
Break			
10:45 – 11:15	Plenary	Launch of MACN's Third Party Risk Management Platform	✓
11:15 – 12:30	Plenary and Workshop afterwards	Tackling corruption through team building	✓
Lunch			
13:30 – 14:30	Workshop	MACN 2030 Strategy session	
Break			
14:45 – 15:15	Plenary Panel Discussion	Feedback - Strategy and Team Building Session	✓
15:15 – 15:50	Plenary Session	Member Pop-up Session	✓
15:50 – 16:00	Wrap up	The Board thanks everyone for their contribution these past two days!	✓

PSC CLINIC

Day 1 - 29 November

08:30 – 09:00 Coffee and Registration

09:00 – 10:00 Plenary: A warm welcome to MACN's Fall Meeting!

We will kick off this session with a networking exercise, a safety briefing, and a status update on MACN's work and activities. We will also inform participants of the Chatham House rules and MACN's Anti-Trust Policy.

10:00 - 10:30 Plenary: Keynote Session: 9 days before 9 December (International Anti-Corruption Day)

On 28 November, the SCA and MACN will sign a MOU which will be the start of a collaboration between the two organizations. At this session, we will hear from the Suez Canal Authority on the collaboration they envision with MACN, their commitment towards the Egyptian national strategy against corruption, and how the public private partnership will be strengthened with the MOU.

Speakers:

- Eng. Gamal Abou El-Kher, Director of The Transit Dept. at the Suez Canal Authority
- Capt. Reda Shehata, Head of Navigation Control at the Suez Canal Authority
- Capt. Taher Farouk Rizk, Suez Canal Chief Pilot

11:00 – 11:45 Workshops

Session 1 - Country workshops: Pakistan, India, Egypt, Nigeria HelpDesk Clinic

During these breakout sessions, we will hear from MACN's local partners who are supporting and implementing MACN's actions on the ground in Pakistan, India, Egypt, and Nigeria. We invite members to come prepared to discuss risks and challenges in the countries.

Pakistan Breakout Session

In this Workshop, we will discuss further and hear from MACN's partners in Pakistan and the multi-stakeholder task force against shortage claims fraud plan to carry out collective action against illicit shortage demands.

Speakers:

- Fasihul Karim Siddiqi, Global Compact Network Pakistan
- Muhammed Akram, Global Compact Network Pakistan
- Syed Tanvir, Global Compact Network Pakistan
- Iain Beange, North England P&I
- Mike Beviss, International Parcel Tankers Association
- Mathias Bak, MACN

How to prepare for this session:

Members participating in this Workshop are encouraged to assess if they have had challenges with potentially fraudulent shortage claims and whether they have identified any successful practices to avoid this.

India Breakout Session

In this breakout session members will have the opportunity to hear about the "Say No" campaign developments, HelpDesk success stories, highlight government support and what's next.

Speakers:

- Deepak Shetty, MACN
- Capt. Shroff, MACN
- Jonas Erlandsen, MACN
- Soumya Prakash Dalua, MACN

How to prepare for this session:

We invite members to review if they have recently faced illicit demands in India and whether the HelpDesk was activated. Be ready to share your experience.

Egypt Breakout Session

Speakers:

- Nada Eldib, Eldib PandI
- Cecilia Müller Torbrand, MACN

MACN has been monitoring progress in Egyptian ports and waterways together with its local partners who MACN have engaged with since September 2021. In this breakout session, the members will be provided with updates from Egypt and more importantly on our recent engagement with the leadership of the Suez Canal Authority (SCA). We will also get a sense check from our members on their experience in transiting the Suez Canal and their experience with port calls in Egypt.

The aim is to have detailed engagement and discussion on various risks and challenges, and same time learn of the opportunities that lie ahead.

How to prepare for this session:

- Kindly review the Notice issued by the Suez Canal Authority as on 1st Mach 2022 that reenforces its commitment to promoting integrity. Refer to MACN February-March 2022 Newsletter.
- We highly recommend you check internally how many Suez transits and port-calls have been made by your vessel in Egypt since the issuance of this SCA Notice, and among them how many incidents were experienced by vessels.
- What risks do you experience, and which government actors have been the most challenging during vessel transits and port calls?
- You will have the opportunity to interact and raise questions to our local partners on these challenges. You are welcome to reach out to Vivek Menon at the MACN secretariat to share any specific questions prior to this session.

Nigeria HelpDesk Clinic (only for new MACN members or members new to Helpdesk)

At this session – the Nigeria HelpDesk Clinic, new MACN members and members new to the HelpDesk concept will be presented with an overview of the Nigeria HelpDesk system. After which, members will get the opportunity for a one-on-one conversation with the HelpDesk team. You can share and clarify your questions, concerns and learn from the team how the HelpDesk works and what expectations can be met.

Members will have a 10-15 minute one-on-one conversation with the HelpDesk team. This pre-lunch session is targeted for new MACN Members who have either never used the Nigeria HelpDesk or are in initial stages to do so.

Speakers:

- Moses Fadipe, Nigeria Shippers' Council
- Soji Apampa, The Convention on Business Integrity

How to prepare for this session:

This session gives members a unique opportunity to interact with the HelpDesk Team in-person. You are requested to come prepared with your questions, challenges, considerations, and potential initial experience you want to share with the HelpDesk team.

12:45 – 13:30 Workshops

Session 2 - Country workshops: Argentina, India, Bangladesh, Egypt, and Nigeria HelpDesk Clinic

During these breakout sessions, we will hear from MACN's local partners who are supporting and implementing MACN's actions on the ground in Argentina, India, Bangladesh and Nigeria. We invite members to come prepared to discuss risks and challenges in the countries.

Argentina Breakout Session

In this breakout session members will hear from MACN's local partner and some of the local port agents. We will discuss the new resolution issued by SENASA for holds inspections and present the key changes from the previous system. We will also discuss and hear from members on other risks, challenges and successes faced in Argentina and look ahead at planned activities for 2023.

The new Senasa Resolution can be found here (in Spanish):
https://www.boletinoficial.gob.ar/detalleAviso/primera/275051/20221104

Speakers:

- Fernando Basch, Bruchou & Funes de Rioja
- Flora Caia, MACN

India Breakout Session

In this breakout session members will have the opportunity to hear about the "Say No" campaign developments, HelpDesk success stories, highlight government support and what's next.

Speakers:

- Capt. Shroff, MACN
- Deepak Shetty, MACN
- Jonas Erlandsen, MACN
- Soumya Prakash Dalua, MACN

How to prepare for this session:
We invite members to review if they have recently faced illicit demands in India and whether the HelpDesk was activated. Be ready to share your experience.

Bangladesh Breakout Session

In this breakout session members will have the opportunity to learn about the change in public opinion. Share Collective Action developments and talk about political uptake.

Speakers:

- Shahamin Sahadat Zaman, UNGCNB
- Syed Ariful Islam, UNGCNB
- Mathias Bak, MACN

How to prepare for this session:
Contact your local offices in Bangladesh and request them to give an outside-in view of our campaign and be ready to share.

Egypt Breakout Session

Speakers:

- Nada Eldib, Eldib PandI
- Cecilia Müller Torbrand, MACN

MACN has been monitoring progress in Egyptian ports and waterways together with its local partners who we have engaged with since September 2021. In this breakout session the members will be provided with updates from Egypt and more importantly on our recent engagement with the leadership of the Suez Canal Authority (SCA). We will also get a sense check from our members on their experience in transiting the Suez Canal and port calls in Egypt.

The aim is to have detailed engagement and discussion on various risks and challenges, and same time learn of the opportunities that lie ahead.

How to prepare for this session:

- Kindly review the Notice issued by the Suez Canal Authority as on 1st Mach 2022 that reenforces its commitment to promoting integrity. Refer to MACN February-March 2022 Newsletter.
- We highly recommend you check internally how many Suez transits and port-calls have been made by your vessel in Egypt since the issuance of this SCA Notice, and among them how many incidents were experienced by vessels.
- What risks do you experience, and which government actors have been the most challenging during vessel transits and port calls?
- You will have the opportunity to interact and raise questions to our local partners on these challenges. You are welcome to reach out to Vivek Menon at the MACN secretariat to share any specific questions prior to this session.

Nigeria HelpDesk Clinic (only for members who have used the Helpdesk)

At this session – the Nigeria HelpDesk Clinic, members will get the opportunity for a one-on-one conversation with the HelpDesk team. You can share your experiences, concerns and learn from the team how the HelpDesk works and what expectations can be met. Members will have a 10–15-minute one-on-one conversation with the HelpDesk team.

This post-lunch session is targeted for MACN members who already use and have experience with the Nigeria Helpdesk

Speakers:

- Moses Fadipe, Nigeria Shippers' Council
- Soji Apampa, The Convention on Business Integrity

How to prepare for this session:

This session gives members a unique opportunity to interact with the HelpDesk Team in-person. You are requested to come prepared based on your previous experience with the HelpDesk and with questions, challenges, considerations and possible feedback or expectations you want to share with the HelpDesk team.

14:00 – 15:00 Workshops: Bridging Data Reporting and Technology (Global Port Integrity Platform)

A key component of MACN's work is its Anonymous Incident Reporting System, which was launched in 2013 and captures incidents dating back to 2011. The system allows MACN to identify corruption risks and hotspots around the world, empowers seafarers and supports the industry, strengthens compliance programs and zero-tolerance approaches, and is a powerful tool which drives collective action and stakeholder engagement.

MACN is constantly looking to strengthen its reporting system, boost reporting and improve the use of its data to make it more useful, accurate and actionable for members.

Workshop 1: Reporting – how can MACN support and boost internal reporting?

In this session, members will share best practices around reporting and how to setup effective internal processes to facilitate reporting of corruption incidents within companies as well as to MACN. The discussion will be based around the role of management, communication processes for reporting, data accuracy and structure. The aim is for members to share knowledge and for MACN to identify challenges and bottlenecks in reporting processes and where support is needed.

Speakers:

- Anne Liversedge, Teekay
- Cecilia Müller Torbrand, MACN

How to prepare for this session:

- Members are encouraged to check what processes are currently in place in terms of reporting:
  - who does frontline report to?
  - which departments are involved?
  - how do you ensure the data is safe?
  - do you report to MACN?
- Are corruption incidents properly recorded and reported by frontline? How can MACN support here?
- What are some challenges faced by your company in terms of reporting?

Workshop 2: Bridging technology for reporting and bringing data closer to frontline

This breakout session is focused on improving the current MACN incident data reporting system and tools to make reporting easier and reported data easily accessible to members. The objectives are

- to find ways to ease the reporting process through integration of systems and technology
- to discuss ways of visualizing data beyond MACN's Global Port Integrity Platform (GPIP) on MACN's website, to make it accessible across member companies and frontline staff

Together during this session, we will look for opportunities to improve the current system and learn from members on what we should be focusing on going forward.

Speakers:

- Rose Andrews, BSM
- Sebastian Kutz, Zeaborn Ship Management
- Vivek Menon, MACN
- Flora Caia, MACN

How to prepare for this session:

Members are requested to discuss the following with your teams internally:

- How do you report incident data internally within the company?
- How do you report or share incident data to MACN?
- Does your company use 3rd party data or risk intelligence platforms (not specifically for MACN data but also other safety, route planning or port information data), for e.g. One Ocean, Ambrey, Risk Intelligence, Clearwater Dynamics, Iris, Sinay, RightShip.
- Does your company have its own customized data or risk intelligence platform?
- How does your company currently share data and communicate with vessels?
- What would you like to see to make GPIP and MACN incident data more relevant for your company?

15:15 – 15:45 Plenary: Board update and governance

MACN Members meet two times per year according to MACN's Operating Charter there are key decisions that the Membership needs to vote on an annual basis.

Speakers:

- Ann Shazell, Cargill International
- Rajesh Unni, Synergy Marine Group

- Øistein Jensen, Odfjell
- Cecilia Müller Torbrand, MACN

In this plenary General Assembly, the MACN Chair and Vice Chair will present the work done at Board level since the last Member Meeting and members will be asked to vote on five agenda items.

At this meeting the Membership needs to decide on[1];

Agenda item 1 - Approval of Auditor

MACN will have to be audited on an annual basis as required by the donors for MACN's in country projects. Beierholm is one of the leading auditors in Denmark and has experience in auditing government founded projects, e.g., MACN's project in Nigeria which is funded by the Danish government. The auditor also audited MACN 2021 finances. For more information on Beierholm, please consult its website at: www.beierholm.dk

Membership decision: The Board proposes Beierholm to be auditors for MACN's finances for 2022.

Agenda item 2 – Approval of 2023 Workplan

Since its inception, MACN has pursued a comprehensive, multi-faceted strategy, addressing both the supply and demand side of bribery and corruption. The strategy consists of two fundamental approaches: one internal facing approach focusing on strengthening MACN members' corporate anti-corruption programs; and one external facing approach focusing on engaging with stakeholders to improve the operating environment - recognizing that, in the absence of changes in the operating environment, internal improvements are unlikely to yield the desired benefits. MACN believes that sustainable, transformational change requires multi-stakeholder collaboration; that collaboration must provide win-win solutions to motivate and incentivize all stakeholders to contribute; and that business itself must adopt strong anti-corruption management practices.

Summary of progress

MACN is making progress on many fronts (for further details please review the 2022 workplan) the recruitment is going well (strong pipeline and we have achieved our target of 180 companies in the network and 5 priority members recruited), the operating environment is improving in our collective action countries (case handling in Nigeria is decreasing, HelpDesk in India is making progress), and the programs are expanding geographically (success in expanding in India, and making progress in Egypt and Bangladesh). Based on member input from previous surveys, member specific dialogues, and training sessions held with member company employees, the Secretariat continues to see a need to focus on our core activities. The coming year, we will continue to build on that with the following themes:

Strengthen MACN's global profile by;	Increase in-country presence Expand MACN's HelpDesk model with more in-country experts and support Assess the possibility to innovate the HelpDesk model

[1] *The full list of decisions which can or should be taken at the general assembly is stated in MACN's Operating Charter 7.3.*

	Assess the corruption risks for the seafarers
Support MACN members' compliance efforts by;	Investing in innovative integrated compliance solutions Improve MACN's reporting functionality to get data and reporting closer to frontline Articulate the compliance journey for new members
Showcase MACN's results by;	Continue to play an active role in IMO discussions and submissions Publish studies which allow MACN to articulate its mandate and voice Progress with the corruption risks associated with port state control

The workplan is available Here. After the Members Meeting the Secretariat will develop KPI's for 2023 which members can follow progress on during the year and the Secretariat will conduct frequent reviews on progress with the Board.

Membership decision: Approval of 2023 workplan

Agenda item 3 – Approval of Membership fees for 2023 budget

This year the Board kicked off MACN's 2030 strategy and at this meeting there will be a possibility for members to provide input to what MACN should embark on in the coming years. Regarding the membership, the Board sees value to further expand and explore what locally based companies can contribute to and will look further into that in 2023. This also means that the Board will review the current membership structure and evaluate how it can be adjusted based on the companies (present and future) in the network.

During the transformation to a separate legal entity and during its first and second year of operation, the MACN Secretariat has made several savings (significantly reduced overhead costs and launched large new in-country projects with limited human resources). These costs saving initiatives gave MACN a solid start in 2021/2022. Further, due to these reduced costs, MACN is today more equipped financially to invest in member specific solutions, to support members with resources such as crew seminars, arrange regional meetings, launch Helpdesks and travel without donor funding (e.g., Egypt). Further, we have been able to invest in e-Learning development and videos supporting companies' compliance journey and this work will be further expanded in 2023. Part of these investments have been successfully funded by external donors. However, MACN also needs financial capacities in case donor funds decrease, given the unpredictable world we currently live in. Further, the organization remains small with a large scope and more key resources are needed to support MACN's global operation and to invest in key competences in the team to support members.

MACN has not increased any membership fees in the past 10 years. To ensure MACN can get the resources required to grow and sustain, to ensure we can manage both an increase and decrease in donor funding (both scenarios require investments in resources and planning), to continue to support the projects we already embarked on and to cater for increased cost and inflation, the Board recommends a 5% increase in 2023 membership fees. With the 5% increase we also secure a more stable organization in case new member recruitment declines or stabilizes. The budget in 2023 will be focused on building an online compliance tool for

new members, to invest more in in-country work and to support MACN's team with much needed internal financial capacity.

Unrestrictive revenue (USD)		
Member revenue (5% increase is pending member approval)	1 470 000	The budget is allocated for: • Staff and organizational cost including additional resources in finance • Investment in compliance tools • Investment in country support and HelpDesk • Members Meetings (2 times per year) • Communication and marketing • Travel activities for the Secretariat
Collective action fund	430 000	No planned spend in 2023
Restricted revenue 2022/2023		
Grant funding	1 975 000	Danish International Development Agency (DANIDA) and Siemens Integrity Initiative

Membership decision:
Approval of 2023 member fees and budget

Agenda item 4 – Review and Changes to the Operating Charter
At the Board Meeting in London (26 April 2022), the Board agreed to conduct an external revision of the Operating Charter. The purpose of the revision was to strengthen MACN's non-for-profit status as revenue may be generated beyond membership fees and donor funding (e.g., from the launch of MACN Third Party Risk Management Platform and the port agent eLearning which we will place on external eLearning platforms).
We would like to seek members' approval for these changes at this meeting.

If the suggested changes have been approved by the membership, MACN will ask the Danish tax authorities to confirm that MACN will be 100% non-for-profit with the purpose to avoid filing tax income even if MACN will have business income. The suggestions are to strengthen the language on MACN's status as an association and they are available in a Here.

Please note that in connection with the revision, the Board recommends to:
Art 4. To revise the member categories and change P&I clubs to *relevant insurers* and to add *international crewing companies.*

Explanation: The Board recommends expanding the definition of insurance providers as per above as the P&I club definition is very narrow and we expect that other applications may be relevant. Further, we recommend including international crewing companies as these will be instrumental when we are starting to investigate corruption risks for seafarers in 2023.
Please note that in connection with the revision, the Board recommends reviewing the Board's responsibility with the following changes:
Art.6.5 Change the written notice to cancel membership from 5 months to 3 months. This is more in line with cancellation policies for associations, subscriptions etc.

Art 9.2. Shorten the term the Board sits from 4 to 3 years as this timeline aligns more with international standards and remove that the Board member can sit again after 1 year.
Art 10. 1 Reduce some of the Board's business as these tasks are for the administration to manage.

Membership decision: Approval of the changes to the Operating charter.

Agenda Item 4 - Any other business

- No other business has been brought to the attention of the Board.

15:45 – 16:30 Plenary: Member voices, Best Practice Sharing session

In this plenary, we will hear different perspectives from port agents on challenges and opportunities for change. We will finish the first day with this best practice sharing session. We will take a deep dive into the port agents' perspective on how they communicate and enforce their compliance message globally to their own employees and sub agents, how they address the risks of working with different compliance standards and requests from customers, and how they can deal with competition which may have lower standards while remaining competitive.

Speakers:

- Neale Proctor, OMA Group
- Marwan El Shazly, PanMarine

17:00 – 17:30 Plenary: Meeting Wrap up

The Secretariat thanks everyone for their contribution during the day and welcomes the members to the member dinner at 19:00 in the Serdaal Ballroom Terrace, The Westin.

Day 2 - 30 November

09:00 – 9:30 Plenary: Welcome to day 2!

We will kick off the day with a reflection on yesterday. The Secretariat will present the results from an industry-wide survey we launched earlier this year. It focuses on corruption risks during the lifetime of a vessel and potential risks seafarers may face during their career.

09:30– 10:15 Plenary/Panel discussion: Challenges and opportunities in industry – IMO work and Port State Control

MACN members and the Secretariat will share the latest progress on the work at the IMO. After the IMO update, we welcome members to take part in a plenary session focusing on corruption risks during Port State Control inspections.

Speakers:

- Rob Lomas, Marshall Islands Flag Registry
- Capt. Sunday Umoren, Abuja MOU
- David Bolomini, IG P&I

10:45 – 11:15 Plenary: Launch of MACN's Third Party Risk Management Community Platform - 3SeaDiligence

In this plenary session, we will launch MACN's new tool – 3 Sea Diligence. 3 Sea Diligence is a comprehensive anti-corruption due diligence solution tailored to the needs of the maritime industry. During this session we will explore the vision behind 3 Sea Diligence and showcase its functions.

Speakers:

- Felix Antero, Marcura
- Cecilia Müller Torbrand, MACN
- Mathias Bak, MACN

11:15 – 12:30 Plenary discussion and Workshop sessions: Tackling corruption through team building

The core of MACN's work lays in Collective Action and in this session, we will focus on a few important aspects to achieve more effective corruption risk mitigation. We will hear from members and share concrete success stories with focus on:

- How can we work better internally across departments to solve corruption risks?
- How do we boost better sector collaborations?
- How do we drive and reward the right behaviour in the company?
- How can we achieve performance excellence and maintain integrity?

13:30 – 14:30 Workshops: MACN 2030 Strategy Session

We will run three parallel strategy workshops to get input from members on MACN's future and present work.

Speakers:

- Øistein Jensen, Odfjell - Ann Shazell, Cargill International
- Cecilia Müller Torbrand, MACN - Dorte Rolff, J. Lauritzen
- Kevin Leach-Smith, Taylor Maritime – Capt. Brendon Hawley, Wilhelmsen Ships Service

14:45 – 15:15 Plenary: Feedback session

In this plenary session we will share highlights from the Team Building and 2030 Strategy Sessions.

15:15 – 15:50 Plenary: Member Pop-up session

We will hear from members on current challenges and hot spots. You are encouraged to check internally where your company is facing challenges and what the nature is of these challenges. The focus of this session is on countries and challenges for which MACN does not have a Collective Action Project at the moment.

Speakers:

- MACN Members Contribution
- MACN Secretariat

15:50 – 16:00 Plenary: Wrap-up session

The Chair and Vice Chair thank everyone for their contribution these past two days!

Speakers and Experts

Mr. Ahmed Metwally, Executive claims handler and Sudan Regional Manager, Eldib Pandi
Ahmed joined Eldib as a claim handler in 1995. Ahmed has been working since graduating from University of Alexandria, Faculty of Commerce in 1983 where he has taken up several posts which provided him with ample experience and interest in the maritime field before joining our team. Since becoming part of the Eldib Pandi Team, Ahmed has been working within the maritime and P&I departments. His experience in the banking field, especially in the Letters of Credit department, and as a correspondent in a shipping company are key assets which enhanced his knowledge with respect to the commercial aspects relating to the shipping and maritime insurance industry.

Ahmed has been a corner stone in at Eldib Pandi and his been in charge of our survey department, Eldib Survey, which has been growing steadily since its establishment. Ahmed handles a wide range of claims including allisions with berths and port equipment (gantry cranes), pollution, FFO claims, injury and crew claims, cargo claims, Collision & grounding incidents, Fines and Customs claims, Salvage & Towage and has been known as a persistent and tough negotiator. Ahmed is also responsible for circulating to our clients all relevant information related to Marine and other developments in Egypt and the region, including commercial and political aspects that may affect our clients' business.

Since 2019, Ahmed has also held the role of Managing our Port Sudan operation and has obtained great results for P&I clubs as well as members. Commercially he has a large network of surveyors and other important key contacts with port authorities, agents and other players in the marine society whom he works with on a daily basis. With respect to legal services, has been able to establish solid foundations with numerous law firms in Sudan.

Ahmed obtained his obtained FCE from University of Cambridge and attended refreshing courses in Arbitration at the Faculty of Law, Alexandria. Ahmed holds a Bachelor of Commerce, and since the commencement of his career in 1995 at Eldib, has proven to be a commercially oriented claim handler.

David Bolomini, The International Group of P&I Clubs
David has been a member of the International Group of P&I Clubs Secretariat since October 2011 following over 20 years in the UK government, including representing the UK at both the IMO and the IOPC Funds. David has responsibility for, amongst others, the Group Bills of Lading, Regulatory Affairs and Compulsory Insurance Committees as well as covering matters relating to sanctions and the ILO Maritime Labour Convention.

Mr. Deepak Shetty, I.R.S. (Retd.)
He is a former career civil servant, who retired, after 36 ¼ years of service, in the highest rank of Secretary to the Government of India. He had served as Director General of Shipping, Government of India for 2 years and was, immediately preceding that, also Joint Director General of Shipping, Government of India for 4 years, consecutively.

He has held numerous and diverse official assignments in his civil service career, including as Additional Textile Commissioner, Government of India. In his parent department he has held multiple official assignments ranging from Assistant Commissioner to Principal Chief Commissioner of Customs, Central Excise and Service Tax, Government of India, over his career span.

He is the recipient of 25 national and international awards / commendations, including;

- Presidential Award of Appreciation Certificate for a Specially Distinguished Record of Service, bestowed on the Republic Day, 2002.
- Commendations (separately) from the External Affairs Minister, Government of India in 2015 and Foreign & Maritime Affairs Minister, Government of Seychelles in 2016, for his outstanding services at the global maritime stage.

- Commendation from the Contact Group on Piracy off the Coast of Somalia (CGPCS), at the United Nations, New York, USA, in 2014, for his stellar contribution to the international model of rescue, relief & rehabilitation of piracy impacted Indian seafarers.
- Commendation from the Director (Maritime Security) of INTERPOL (International Criminal Police Organization), Lyons, France, for his exemplary contributions to the global database on Somali pirates, through debriefs of seafarers impacted by piracy in the Horn of Africa.
- Commendation from the Head of Secretariat of the APG (Asia Pacific Group on Money Laundering), Sydney, Australia, for his expertise about and contributions to advancing anti-money laundering and counter-terrorist financing standards and evaluations.

He currently serves as;

- Senior Adviser (India) to The Maritime Anti-Corruption Network (MACN), Copenhagen.
- Maritime Transportation and Crime Expert on the 'Global Experts Roster' of the Security Council of the United Nations, New York.
- Global Director-cum-Trustee of the International Seafarers Welfare and Assistance Network (ISWAN), London.
- Certified Independent Director on the Board of Directors of several Indian companies.

Mr. Fadipe Olayemi Moses – Deputy Director, Nigeria Shippers' Council and Head Of Special Duties & National Coordinator of Port Standing Task Team (PSTT)

Mr. Fadipe joined the Nigerian Shippers' Council in 1994, which is the Port Economic Regulator of Nigerian ports. He is responsible for the maritime industry complaints handling unit, a very important task to the satisfaction of all Stakeholders in the Port Industry ranging from service provider or end user. Thereby ensure effective and efficient port operations through timely resolution of complaints received.

Mr. Fadipe competed his Bachelors in Statistics & Demography and Master's in business administration from the Obafemi Awolowo University Ile – If. He also holds a Master of Science in International Transport from Cardiff University, and Diploma in Port Regulation from the London School of Economics & Political Science. He has attended various courses and brings a diverse knowledge base in areas such as Port Operations, Freight Derivatives and Risk Management principles, Public Policy and Leadership.

He is a member of professional bodies such as the Nigeria institute of Management (NIM), Nigerian Institute of Chartered Arbitrators, a Chartered member of the International Dispute Resolution Institute (IDRI) and Fellow at the Nigerian Institute of Shipping.

Mr. Fadipe has several honors for his commitment and dedicated services to the maritime sector in Nigeria and in complaints resolutions and vessel infraction. His passion and patriotism to duty in entertaining complaints from Shippers, Ship Captains and other stakeholders have helped to earn the Nigerian Shippers' Council trust of the industry, especially among the private sector operators. His demonstration of knowledge of trade and global best practices have become a rare tool of the Council for Economic Regulation and for curbing of predatory practices in shipping, ship arrival and departure. He has transformed the maritime space troubled by high profile of corrupt practices and technical operational challenges by correcting the wrong impression about Nigerian ports in respect of the relationship between ship captains and ports as had always been one of gratification which has changed the narrative to zero tolerance for cash and souvenir.
These efforts have earned him accolades in recent time as the Most Outstanding Man Of The Year In The Public Sector (Maritime) in 2021. He has also received awards this year from the Nigeria Customs service at various commands namely Rivers and Onne ports in 2021 for his selfless service to mention a few. He is the current recipient of the most outstanding and prestigious STELLAR AWARD from the Nigerian Shippers' Council tagged, ''STAR BOY of the year 2021".

Additionally, he has devoted most of his spare time to running a non-governmental organization for human empowerment and assisting the elderly and less privileged to change the face of the society and this has equally been recognized internationally with the Award of Excellence in recognition of 2020/21 most valuable leader of Ijesa People In Diaspora Foundation in Manitoba, Canada and Outstanding Member Award 2021 in appreciation for service and dedication at Baltimore, United States of America.

Mr. Fasihul Karim Siddiqi, Executive Director UNGC Pakistan
Fasihul Karim Siddiqi is the Chief Executive Officer of the Institute of Leadership Development and the Executive Director for UN Global Compact Network in Pakistan.

Mr. Siddiqi has been a visiting faculty at Pakistan's two most leading Business Schools, the Institute of Business Administration Karachi for 15 years (1985-2000) and Institute of Business Management for last 12 years where he has taught strategic management and business policy, strategic human resource management performance and compensation management to MBA and Executive MBA students and advanced strategic management to M-Phil students. Mr. Siddiqi has also been a visiting faculty member at Iqra University, Hamdard University, Adamson University, Hamdard School of Law, MPA Department of Karachi University, Pakistan College of Physicians and Surgeons, Newport Institute and Greenwich University.

Mr. Fernando Basch – Partner at Bruchou & Funes de Rioja
Mr. Basch is a partner at Bruchou, Bruchou & Funes de Rioja, a leading full-service firm in Argentina. He specializes in corporate criminal law, corporate governance and compliance. He has advised multinational companies and international organizations such as the World Bank, the Inter-American Development Bank, the United Nations Development Program, and the World Economic Forum's Partnering against Corruption Initiative (PACI). As local partner of the Maritime Anti-Corruption Network (MACN) in Argentina, he led the collective action project which resulted in a 90% reduction in illegal solicitation to bulk carriers. Mr. Basch is also a senior researcher at the Center for Anti-Corruption Studies, and an associate professor of the LLM in Corporate Law at the University of San Andrés. He received his law degree from the University of Buenos Aires, an MA in Legal and Political Theory from University College London and is accredited as Anti-bribery Specialist by Trace International.

Mr. Jimoh Oladapo Sulahiman - Deputy Director, Independent Corrupt Practices & Other Related Offences Commission (ICPC)
Mr. Jimoh is a Deputy Commissioner and a Certified Corruption Risk Assessor, holds a master's degree in Public Administration as well as a Bachelor of Arts Degree in English Language. He is an officer of the ICPC who has contributed to the campaigns against corruption through public education and prevention mechanisms of System Studies and Review, and Corruption Risk Assessment.

He has worked closely with Civil Society Organizations concerned with Transparency and Accountability, Good Governance, and Anti-Corruption by coordinating the National Anti-Corruption Coalition, the umbrella body set up by ICPC to engage the civil society groups in the anti-Corruption crusade. He is currently *Head, Executive Project* under the Constituency and Executive Projects Tracking Division. He was part of the teams that conducted Corruption Risk Assessment in Nigerian Ports, Aviation Sector, Federal Ministries of Education, Health and Water Resources, as well as the E-Government Platforms.

Ms. Nada H. Eldib, Executive Claims Handler and Business Development Director, Eldib Pandi
Nada joined Eldib Pandi after receiving her bachelor's degree in Communications from Saint Louis University, Spain. During her tenure, Nada has also expanded her knowledge in the work field through a vigorous post graduate diploma in a Masters in Maritime Law through a joint program by Lloyds Infroma and London Metropolitan University as well as obtaining an LL.M. in Business Law from the Université De Montreal. Her diverse academic background allows her to add a new dynamic to the team.

She has wide-ranging experience in claim handling for matters relating to cargo issues, FFO matters and allisions with berths to injury, crew claims, pollution claims and settlements with respect to a variety of matters relating to the maritime field.

Nada works very closely with both the commercial and legal teams in order to best cover and address integral information and updates that require circulation to our clients, in addition to the keeping all clients such as liners, P&I Clubs and owners updated on various developments in Egypt and the region.

With the assistance of the team, Nada established our Port Sudan office in late 2019 and continues to foster ties within this sister jurisdiction. Even with the tough regulations and unrest in this region, Nada had successfully managed to assist in sign on /sign off of crew members as well as the appointment of an experienced surveyors to monitor cargo discharging of multiple

vessels. Moreover, Nada's experience and regular trips to Sudan have enabled her to meet and work with both public and private sector affiliates and to establish a network of clients and good contacts with the authorities and agents since the branch's initiation.
Our team is very proud of our knowledge seeker as Nada has undertaken to study even more for the P&IQ which she has successfully completed module 1 and aims to continue her studies of the following P&IQ modules in order to complete the full certification.

Capt. Rayomand P. Shroff
Captain Shroff is the MACN's Maritime Expert in India. He is the point of contact for our member's captains and frontline personnel calling India.

A shipping veteran of over 4 decades of service, both at sea and ashore.

Of the 45 years, 13 years were served at sea including 2 years as a master mariner in command and the next 24 years till retirement from APL India Pvt Ltd as the Network and Operations Director, India.

Immediately after retirement he was offered a contract with Century Plyboards India Ltd as their consultant for co-ordination and liaising with Mumbai principal offices of Liner Cos and Export/import business offices who are our Kolkata CFS customers and increase their nomination vols into their CFSs, with additional responsibility to grow Century Ply's footprint in the western region and other shipping LOBs. His internal designation is Vice President Logistics from inception in March'2014 till the recent date, which is 8 years, thus clocking a long shipping inning of 45 years.

Mr. Rob Lomas
Rob Lomas has been involved in the Transport and Shipping Industry for over 40 years, including seven years with the International Registries Inc as a provider of maritime and corporate services to the Marshall Islands Registry.

With a strong background in Dry Bulk and Tanker issues, Rob continues to monitor those sectors in his day-to-day role as Marine Business Development Manager in the Registry and is based in London. He currently chairs the Intertanko Associate Members Committee, is involved in liaison with other Maritime Associations and regularly attends MACN meetings as the Registry representative having joined his first MACN meeting in 2013.

Rob also chaired the IMO Facilitation Committee Anti-Corruption Correspondence Group, whose efforts culminated in the publication of IMO Guidance on Anti-Corruption earlier in 2022.

Ms. Shahamin Zaman, Executive Director, UNGC Bangladesh
Ms. Zaman is an economist with over 20 years of experience in development. Ms Zaman has worked with various international organizations such as the Harvard Institute for International Development (HIID), Ashoka Foundation, CIDA, ActionAid, UNDP, and DFID. Her professional experience spans a wide range of topics and themes, including private sector development, agriculture, gender, health and population, and education. She has also led teams on fundraising, partnership development, international communication, resource mobilization, child sponsorship, research, monitoring, and evaluation. In her current work, she is the Chair of the Asia Pacific & Oceania region for GCLN of 17 countries. She has been part of the BHR (Business for Human Rights) working group and member of the steering committee of the World Humanitarian Summit. She is a leader in stakeholder dialogue with development partners including donors, local NGOs, INGOs, CSOs, private sector firms and government bodies. As the focal point of UNGC in Bangladesh, Ms. Zaman was one of the facilitators for the UN Secretary General's private sector engagement event on the global initiative "Every Woman Every Child." She is also a founding member of SANSAR (South Asia Network for Sustainability and Responsibility), a platform which works with the private sector to engage in sustainable value chain development by linking CSR activities with the MDGs.

Mr. Soji Apampa, Chief Executive Officer, The Convention on Business Integrity
Mr. Soji Apampa is Co-founder of the Integrity Organisation (1995). At Integrity, he was one of the initiators of the Convention on Business Integrity (CBI), a project launched in Lagos in 1997 to promote ethical business practices, transparency, and fair

competition in both the private and the public sectors. His working experience covers training, research, consulting and management in the private and public sectors and civil society.
In 2008 he was appointed to the International Working Group of the UN Global Compact on the 10th Principle (anti-corruption). He was on the editorial board of the 2009 TI Global Corruption Report and was member of the Organizing Committee of the 12th International Anti-Corruption Conference which took place in Guatemala City, Guatemala. He is the convener of the annual Christopher Kolade lecture series on Business Integrity, now in its 9thyear.

Mr. Apampa led the effort to design and pilot (2012-2014) a Corporate Governance Rating System (CGRS) for the Nigeria Stock Exchange. The CGRS was approved as part of the rules for listing in the new Premium Board of the Exchange by the Nigerian Securities & Exchange Commission in 2015 and made mandatory for all listed companies in 2016. The roll out of the system to all other listed entities has commenced since Q4, 2016 enabling a tradable Corporate Governance Index and forming a compulsory criterion for listing on the premium segment of the exchange. So far companies accounting for over 84% of market capitalization have met the minimum threshold for the ratings and about 450 directors certified as aware of their fiduciary responsibilities. In 2018, Mr. Apampa became a member of the Steering Board of the Corporate Governance Rating System Chaired by the Nigeria Stock Exchange and other members include a representative of the Nigeria Financial Reporting Council, Agusto & Co., a reputable journalist, and the Project Director from the Convention on Business Integrity. In 2020 he was invited to be a member of the WEF Global Future Council on Transparency and Anti-Corruption
Mr Apampa was the lead trainer on Professional Ethics for the Maritime Anti-Corruption Network (MACN) working on the Nigerian Ports Reform Project, responsible for rolling out ethics training in 2017, to some 1,000 port stakeholders in Lagos (Apapa & TinCan), Calabar, Onne and Port-Harcourt. His current work also includes the development of a new Due Diligence Portal and e-Learning Platform for anti-corruption/corporate governance education. He is also leading the Nigeria work on the DANIDA-funded project to strengthen communications around the Standard Operating Procedures, Grievance Reporting Mechanism of the Port Services Support Portal (www.pssp.ng) and development of a Port Integrity Rating system amongst other deliverables.

For the last 24 years he has designed and implemented anti-corruption initiatives in Africa, working on very high profile, sensitive assignments and is the author of several research reports on different aspects of governance.

Mr. Syed Tanvir
Mr Syed Tanvir has a long-standing career in Pakistani Customs and is currently practicing as a Lawyer in Pakistan. He has vast experience in the area of custom's evaluation and handling projects directly or indirectly targeting combating corrupt practices in the marine sector. Mr Tanvir serves as Project Advisor in MACN's Collective Action project in Pakistan.

Capt. Sunday Michael Umoren - Secretary General of The Memorandum of Understanding on Port State Control for West and Central African Region (Abuja MoU)
Capt. Sunday Michael Umoren is a Master Mariner with deep knowledge and experience in many facets of shipping from shipboard experience to marine operations (owners and charterer's perspectives), quality assurance (Shipboard - internal and external audit and Terminal due diligence), Fleet renewal and Vessel acquisition exercises and currently plays an active role in the regulatory and enforcement aspects of shipping. During his sea-going career he sailed through many seas and oceans and has expanded experience with multi-national crewing with a typical experience of being the master of a vessel with crew from eleven (11) nationalities.

After a successful career at sea, he joined the Nigerian Liquefied Natural Gas Ltd (NLNG) in 2001 as Deputy Head, Shipping Operations and thereafter served in several positions including Head Shipping operations, Fleet Superintendent (Europe, America, and the far East), Project coordinator of the Ship Management, Knowledge Transfer Project and BGT Charterer Administrator before voluntarily resigning from the company in 2014. Capt. Sunday as the Fleet Superintendent of NLNG managed the operations and delivery of LNG cargoes to Europe, America and the Far East, hence, his undisputed familiarity with different cultures and work ethics. He joined the Nigerian Maritime Administration and Safety Agency (NIMASA) in 2014, where he served as the Deputy Director of Seafarers Training and Certification, Head of Cabotage Services department and the Head of Maritime Safety and Seafarers Standards and Certification Department.

Capt. Sunday was appointed as the Acting Secretary General of the Memorandum of Understanding on Port State Control for West and Central African Region generally referred to as Abuja MoU in January 2021 and was confirmed as the substantive Secretary General in the Committee meeting of the Abuja MoU later that year.

Capt. Sunday is also a Part-time Lecturer at the PGD – Institute of Maritime Studies and MSc Hydrographic Dept, University of Lagos, Lagos State, Nigeria and had been one of the Nigerian Delegates to Maritime Safety Committee Meetings in International Maritime Organization (IMO) – serving in many sub-committees. Capt. Sunday is a natural relationship builder owing to his strong communication abilities, exceptional understanding, and application of emotional intelligence.

Mr. Syed Ariful Islam, Project Manager at UNGC Bangladesh and Former Director General, Department of Shipping

Being Commissioned in January 1987, Commodore Syed Ariful Islam, BN (Retd) served Bangladesh Navy for about 34 years. He later also served on deputation as the Serjeant-At-Arms at the Bangladesh Parliament and Director General Department of Shipping under the Ministry of Shipping. While serving as Director General, Shipping, he also headed the Maritime Safety Administration of Bangladesh both at domestic and maritime shipping sector. Commodore Islam authored and presented papers on issues relating to Seafarers' Rights, Domestic Ferry Safety in Bangladesh, Enhancing jobs for Seafarers, Ship Recycling and Shipbuilding, Regulatory Issues in Shipping, Port and Shipping Management, Coastal Shipping between India and Bangladesh at different seminars and workshop both at home and abroad. He holds a master's degree on Defense Studies from Bangladesh National University and M Phil in Strategy and Development Studies from Bangladesh University of Professionals.