# Alliance for Research on Cultural Heritage in Europe

# ARCHE

## Deliverable 3.2

## Terms of Reference for the ARCHE Governance Structure

**Project identification**

| Project Full Title | Alliance for Research on Cultural Heritage in Europe |
|---|---|
| Project Acronym | ARCHE |
| Grant Agreement | 101060054 |
| Starting Date | September 1st, 2022 |
| Duration | 36 months |

**Disclaimer**

**Deliverable presentation**

| Deliverable no. | 3.2 |
|---|---|
| Deliverable Name | Terms of Reference for the ARCHE Governance Structure |
| Work Package no. | 3 |
| Lead Beneficiary | RCN |
| Type | R – Document, report |
| Dissemination Level | PU – Public |
| Due Date (month) | 17 |

**Citation**

**Abstract**

This document will be the first output of Task 3.2, and detail the Terms of Reference (ToR) for the ARCHE Alliance.

**Revision history and list of contributors**

| Version | Date | Authors | Description |
|---------|------|---------|-------------|
| 1 | 10/04/2024 | Caussé Alexandre (FSP), Giry-Deloison Charles (ANR), Van Kersen Janneke (NWO), Taerum Eli Ragna (RCN) | First version |
| 2 | 12/04/2024 | Caussé Alexandre, Cazenave Elodie (FSP) | Formatting |
| 3 | 21/10/2024 | Giry-Deloison Charles (JPI CH) | Update and alignment with D3.3 |
| 4 | 22/10/2024 | Caussé Alexandre, Cazenave Elodie (FSP), Agnese Roberta, Fleck Marie (ANR) | Finalisation |

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# Glossary

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|---|---|
| AC | Associated Country (to Horizon Europe) |
| ANR | Agence Nationale de la Recherche (French National Research Agency) |
| ARCHE | Alliance for Research on Cultural Heritage in Europe |
| CH | Cultural Heritage |
| EB | Executive Board |
| EC | European Commission |
| EU | European Union |
| FAQ | Frequently Asked Questions |
| FSP | Fondation des Sciences du Patrimoine (Foundation for Heritage Science) |
| GA | General Assembly |
| JPI CH | Joint Programming Initiative on Cultural Heritage and Global Change |
| MS | Member States |
| NWO | Nederlandse Organisatie voor Wetenschappelijk Onderzoek (Dutch Research Council) |
| RCN | Norges forskningsråd (Research Council of Norway) |
| RPO | Research Performing Organistion |
| SRIA | Strategic Research and Innovation Agenda |
| ToR | Terms of Reference |
| WP | Work Package |

# 1. Preamble

The ARCHE Alliance brings together those entities, involved in cultural heritage and climate change, that recognize the outstanding universal value of cultural heritage for society, for people's sense of belonging to a community (however large and diverse) and as a strategic resource for building a climate neutral future, and wish to participate, as Members or in another capacity (see, infra, section 3 Membership), to it. This Alliance will strengthen cultural heritage research so to develop and promote, through dissemination and capacity-building activities, innovative solutions, assessment systems, adaptation and mitigation strategies and risk management models for transmitting cultural heritage to future generations. Its aim is to make Europe more resilient and climate neutral.

The ARCHE Alliance also builds on the experience and knowledge of the Joint Programming Initiative "Cultural Heritage and Global Change: A New Challenge for Europe" (JPI CH), which was approved by the European Council on 26 April 2010, and, also, on its 2020 Strategic Research and Innovation Agenda (SRIA).

The present Terms of Reference detail the membership of the Alliance and its three-level management structure: the Decisional Level, the Operational Level and the Consultative Level.

## 2. Definitions

**Affiliated entity**: An entity implementing part of the ARCHE Alliance work plan, on behalf of a Member (also called Beneficiary here), and that has a link with this Member, in particular a legal or a capital one. An affiliated entity is neither limited to the project nor established for the sole purpose of its implementation.

**Annual Implementation Plan**: The work plan agreed each year by the General Assembly in accordance with the programme of activities set in the Grant Agreement, in order to progress towards the objectives of the Alliance.

**Associated Partner**: An entity which participates in the action but without the right to charge costs or claim contributions.

**Consortium**: The Members and Other Collaborators of the ARCHE Alliance.

**Coordinator**: The legal entity acting as the intermediary between the signatories of the Grant Agreement and the granting authority (the European Commission). The Coordinator represents the Consortium before the European Commission.

**Funding entity**: Funding entity refers to regional and national funding agencies, ministries and other transnational entities funding research.

**Grant Agreement**: A contract signed by a transnational set of entities with the European Commission in the frame of the Horizon Europe framework programme specifically for performing the research and innovation programme detailed in the Alliance.

**Granting Authority**: The European Commission, which grants funds to the Alliance.

**Member**: A legal entity beneficiary of, or associated partner to, any of the Grant Agreement signed by the European Commission funding the Alliance, excluding affiliated entities.

**National Delegate**: A person, member of the ARCHE Alliance, designated by his/her country to represent this country at the General Assembly.

**Research Performing Organizations**: Universities or other institutions of higher education, institutions established for purposes of research or any non-profit scientific or educational organization or foundation engaged in scientific research. RPOs may come from the public or the private sector[1].

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[1] For further definition, refer to COUNCIL RECOMMENDATION of 23 May 2024 on enhancing research security: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:C_202403510.

# 3. Membership

## 3.1. Members

They are legal entities entitled to participate in the ARCHE Alliance and to sign a Grant Agreement with the European Commission.

Members **may come from**:

- Any Member State (MS) of the European Union or any Associated Country (AC) to the European Framework Programme; the Members from these countries are then eligible to receive funding from the European Commission in the ARCHE Alliance.
- Low- to middle-income countries automatically eligible for funding from Horizon Europe, as defined by the list officially published by the European Commission[2]. The Members from these countries are then eligible to receive funding from the European Commission in the ARCHE Alliance.
- Other third countries. Unless specific provisions are foreseen by the European Commission regulations, the Members from these countries cannot receive funding from the European Commission in the ARCHE Alliance.

Members **must be:**

- Non-profit organisations that are legal entities, that are involved in cultural heritage and climate change and that belong to one (or several) of the following categories:
  - Research and Innovation ministry or agency
  - Sectoral ministry or agency (e.g., ministry for culture)
  - Local authorities (e.g. region/province, town)
  - National, European or international network
  - Regional, national and international association or foundation
  - Research Performing Organization

### 3.1.1.   New Members

Provided that they comply with the above prerequisites, new Members may join the Consortium upon the signature of a new Grant Agreement or upon the prolongation of the existing one (see, *infra*, section 6.3 Observers Group).

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[2] The official list on 5 December 2023 can be found at: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf

## 3.2. Other Collaborators

These are entities that are not Members of the ARCHE Alliance but wish to collaborate with it and take part in some of its activities, provided they bring enough sufficient self-funding for their participation and do not compromise the performance of the activity foreseen by the Members.

These entities may in particular become Observers, and participate in the Observers Group (see, *infra*, section 6.3 Observers Group).

Other Collaborators do not have any right to vote in the decision-making of the ARCHE Alliance.

# 4.  Decisional Level

This is the highest level of the administrative structure of the Alliance; the one at which decisions are discussed, finalized and approved. It is also the one at which the Chair and Vice-Chairs of the Alliance work, and with which the European Commission is directly involved. It comprises the three following bodies: the General Assembly, the Executive Board, and the Coordination Team.

It is at the Decisional Level that the Alliance collaborates with the European Commission in an ongoing dialogue. In that respect, a representative of the European Commission sits on the General Assembly.

## 4.1.  General Assembly

The General Assembly is the ultimate body responsible for the ARCHE Alliance making the decisions regarding governance, strategic orientation, operational implementation and any other matter concerning the Alliance.

Its strategic decisions are based primarily on advice provided by the Executive Board, the Scientific, Advisory and Ethics Board and the Coordination Team, but also on advice from other entities such as the Observers Group and the Heritage Research Forum.

### 4.1.1.  Role

The roles and functions of the General Assembly include:

**1. To set up and manage the governance of the ARCHE Alliance**

- To elect the Chair and one of the two Vice-Chairs and to approve the nomination of the second one.
- To approve the composition of the Scientific, Advisory and Ethics Board.
- To approve the composition of the Observers Group.
- To follow the work of the Coordination Team.
- To write, update and adopt the Terms of Reference for the definition of the membership, governance, functioning of the ARCHE Alliance.
- To take extraordinary decisions requiring the vote of all Members, such as the inclusion or exclusion of a Member.
- To make any changes to the internal agreements and adopted documents such as the present Terms of Reference.

**2. To elaborate the strategy of the Alliance and oversee its implementation**

- To adopt the Strategic Research and Innovation Agenda (SRIA).

- To elaborate the strategic plan of activities for the implementation of the SRIA.
- To approve the annual Implementation Plan of activities derived from the SRIA and the use of the corresponding funding from the European Commission.
- To establish the principles for budget elaboration and EC funding use.

**3. To promote the ARCHE Alliance and to communicate with other structures**

- To promote the objectives, strategies and activities of the ARCHE Alliance.
- To report to Members and Observers and inform the European Commission and any other relevant political bodies on the implementation of the ARCHE Alliance.

## 4.1.2. Composition

The General Assembly is composed of:

- One representative and one deputy representative per Member (as defined, *supra*, section 3 Membership);
- The Chair;
- The two Vice-Chairs;
- The Chair and the Vice-Chairs of the Scientific, Advisory and Ethics Board;
- The Head of the Coordination Team;
- The representative(s) of the European Commission.

Every Member of the ARCHE Alliance (excluding affiliated entities) is to be represented at the General Assembly, as soon as it becomes a signatory of the Grant Agreement, and for the time it is contractually bound to the European Commission. Each Member designates one representative and one deputy representative to the General Assembly. Both may sit on the General Assembly but they only hold one vote.

If elected from among the General Assembly, the Vice-Chair(s) shall keep his/her right to vote as a National Delegate. If elected from outside the General Assembly, the Vice-Chair(s) does not have a right to vote.

The Chair and the Vice-Chairs of the Advisory, Scientific and Ethics Board and the representative(s) of the European Commission do not have right of vote.

Observers can be invited by the Chair to attend the ordinary meetings of the General Assembly as non-voting participants. They can participate in the discussions but not in the decision-making processes.

The General Assembly is chaired by the Chair or, in his/her absence or if he/she is unable to conduct the deliberations of the General Assembly, by one of the two Vice-Chairs.

### 4.1.3.  Meetings

The General Assembly meets normally twice a year and at least once a year. Additional meetings may be organized upon request of at least 25% of its members, or upon request of the Chair.

It is expected of all members that they attend in-person the General Assembly. If, exceptionally, a member is unable to do so, he/she may participate online.

A member of the General Assembly shall not participate in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks. If a member of the General Assembly considers himself/herself to be in a situation of potential conflict of interest, he/she shall raise the issue with the Chair who will decide whether he/she may participate in the discussion and the vote.

The draft agenda of the General Assembly meeting and other required documents for discussions and decisions shall be forwarded to the members of the General Assembly at least two weeks in advance. The final agenda and all other relevant documents should reach members at least one week before the meeting.

Points requiring voting decisions shall be indicated in the agenda. With the agreement of the Members present (on site or online), urgent issues may be added to the agenda at any time prior to the end of the meeting. Items on the agenda may be deleted or moved to a subsequent meeting with the approval of the Members present. Those points which require confidentiality and, therefore, may imply restricted rights to vote, will be decided, case by case, before the meeting and communicated to the General Assembly.

The draft minutes - including the attendance list, a summary of the discussions, proposals and decisions - shall be forwarded to the members of the General Assembly, no more than three weeks after the meeting. Comments and objections will be forwarded to the Chair and the Coordination Team no less than two weeks before the following meeting; the Coordination Team will produce a consolidated draft. The draft minutes shall be definitively approved at the following General Assembly meeting. The final text of the minutes shall be forwarded to the members of the General Assembly no more than two weeks after its approval.

### 4.1.4.  Decisions

The quorum necessary for a meeting of the General Assembly is fixed at 3/4 (three-quarters) of the total number of Members. In the absence of quorum, the Chair may propose to discuss the points on the agenda with the members present (on site or

online) but without making decisions, or to end the meeting. In both cases the Chair will convene another one as soon as possible.

The General Assembly shall take its decisions, as far as possible, by consensus. However, in the absence of consensus, to ensure equality amongst Members and also amongst countries and to recognise the diversity of the Alliance and the possibility for positions not being aligned in a country (participation of clusters or regions), decisions will be made by a double-majority vote combining:

- A majority of 2/3 (two-thirds) of the Members present (on site or online) or represented.
- And a majority of 2/3 (two-thirds) of Member States and Associated Countries present (on site or online) or represented.

Each vote will follow a two-stage procedure:

- Stage 1: All Members vote. A majority of at least 2/3 (two-thirds) of the votes is required to proceed to stage 2.
- Stage 2: Only the Member States and Associated Countries vote. A majority of 2/3 (two-thirds) of their votes is required for the decisions to be approved.

The designated representative of each Member has one vote.

The representative of a Member State or an Associated Country is called a National Delegate. If there are two or more ministries, agencies or local authorities from one Member State or Associated Country, that country shall be represented by one National Delegate and one deputy (both can sit on the General Assembly) and shall hold one vote.

The designation of its representative and of its deputy representative is an internal matter for each Member.

A list of representatives and deputy representatives is drawn up by the Coordination Team and sent to all Members of the General Assembly. Members must advise the Coordination Team of any changes.

A Member can hold a proxy for another Member but no more than a total of two proxies.

Each decision adopted by the General Assembly shall be recorded. A statement of the views may be entered in the minutes along with the decision, if a Member requests so. If a Member considers himself/herself to be in a situation of potential conflict of interest, he/she shall raise this issue with the Chair before the meeting who will decide whether he/she may participate in the discussion and the vote.

Members of the General Assembly will be requested to sign a confidentiality agreement.

## 4.2. Executive Board

### 4.2.1. Role

The Executive Board prepares recommendations for the consideration of the General Assembly and monitors the progress of the activities and the implementation of the strategy and the decisions made by the General Assembly to which it is subordinated.

The Executive Board roles and functions include:

- To forward to the General Assembly the Executive Board's proposals on each of the matters submitted to it as well as all relevant information of the discussions held at the Executive Board to enable the General Assembly to make fully informed and sound decisions.
- To write and update a Strategic Research and Innovation Agenda (SRIA) covering the aspects of research, development and innovation needed to accomplish the ARCHE Alliance objectives and to address strategic challenges.
- To draft the guidelines for the elaboration of the strategic plan of activities for the implementation of the SRIA by the General Assembly, in collaboration with the Call Steering Committee.
- To prepare, for approval by the General Assembly, the proposal of the Annual Implementation Plan, according to the strategy elaborated by the General Assembly.
- To follow the preparation and execution of the annual budget and the distribution of the resources allocated by the European Commission, in accordance with the provisions of the Consortium Agreement.
- To coordinate the implementation and follow-up of other Joint Activities.
- To contribute to the promotion of the ARCHE Alliance and to the dissemination of its results.
- To advise the Scientific, Advisory and Ethics Board on its modalities, governance and any topic related to administrative or financial management, and to prepare the renewal of its members.
- To advise the Observers Group on its modalities, governance and any topic related to administrative or financial management, and to prepare the renewal of its members.
- To examine the creation of Pillars and advise them on their modalities, governance and any topic related to administrative or financial management.

### 4.2.2. Composition

The Executive Board is composed of:

Permanent members:

- The Chair of the General Assembly;
- The two Vice-Chairs of the General Assembly;
- The Head of the Coordination Team;
- The coordinators of each Pillar;
- A representative of the Call Secretariat.

And non-permanent members:

- The Chair and the Vice-Chairs of the Scientific, Advisory and Ethics Board may be invited to attend the Executive Board for specific discussions.
- The Executive Board may invite experts to attend a specific meeting.
- Members of the General Assembly, not comprised in the list above, may be invited for specific discussions.

These invitations should be decided no less than four weeks prior to the meeting and approved by the Chair of the General Assembly before being issued. Non-permanent members may be required to leave some parts of the meeting in case of conflict of interest.

The Executive Board is chaired by the Chair of the General Assembly or by one of the two Vice-Chairs of the General Assembly.

### 4.2.3. Meetings

The Executive Board meets normally four times a year (once before each meeting of the General Assembly and once between two meetings of the General Assembly) and at least once a year, or more often if necessary.

A member of the Executive Board shall not participate in any decision where a situation or circumstance of a personal or professional nature can compromise his/her availability to decide in the interest of best performing his/her objectives and tasks. If a member of the Executive Board considers himself/herself to be in a situation of potential conflict of interest, he/she shall raise the issue with the Chair of the General Assembly who will decide whether he/she may participate in the discussion.

The draft agenda of the Executive Board meeting and other required documents for discussions and decisions for the meeting shall be forwarded to the members of the Executive Board at least two weeks in advance. The final agenda and all other relevant documents should reach members at least one week before the meeting.

The draft minutes - including the attendance list, a summary of the discussions, proposals and decisions - shall be forwarded to the members of the Executive Board no more than three weeks after the meeting. Comments and objections will be forwarded to the Chair of the General Assembly and the Coordination Team will produce a consolidated draft. The draft minutes shall be definitively approved at the following Executive Board meeting. The final text of the minutes shall be forwarded to the members of the Executive Board no more than two weeks after its approval.

### 4.2.4.  Decisions

The Executive Board is not a decision-making body. Nevertheless, in some specific circumstances voting may be required. If so, the non-permanent members do not have a right to vote.

Each voting member has one vote.

A majority of 2/3 (two-thirds) of the voting members present (on site or online) is necessary for a vote to be held.

## 4.3.  Chair and Vice-Chairs

The General Assembly is led by the Chair and two Vice-Chairs.

At least two of these three individuals must be Members of the General Assembly and come from at least two different countries. The selection of the Chair and the two Vice-Chairs must also respect gender balance, cultural heritage and climate expertise and diversity of fields of research.

### 4.3.1.  The Chair

The Chair is elected by the General Assembly from amongst its Members who are representatives of Member States or Associated Countries, or from outside the Alliance, for a period of four years renewable once. Once elected, the Chair is no longer counted as a National Delegate and his/her entity should name a new representative. The Chair holds one vote.

If there is more than one candidate, the General Assembly shall choose the new Chair by a 2/3 (two-thirds) majority vote. The procedures for the election of the Chair will be decided by the General Assembly but candidates for the Chair must submit their candidacy to the General Assembly, which should include their Curriculum Vitae and an outline of their priorities for the upcoming period, at least one month before the meeting of the General Assembly set for the election.

The Chair's term of office begins on the first day after the end of his/her predecessor's one.

The role of the Chair is to advocate the interests of the ARCHE Alliance to chair the General Assembly and the Executive Board.

Under the supervision of the General Assembly, the Chair is responsible for the general organization and implementation of the activities of the ARCHE Alliance in collaboration with the Coordination Team, in order to ensure that all tasks agreed upon are accomplished in their set timeframe and to the highest quality.

The Chair has specific responsibility for:

- Coordinating the activities of the ARCHE Alliance by facilitating the implementation of Joint Activities, by ensuring the coherence of any long-term operational activity, and by monitoring the follow-up of the different activities.
- Together with the Head of the Coordination Team, being first contact point for the General Assembly and the Executive Board to lead decision-making processes, in particular in between meetings if urgently needed.
- Assisting the General Assembly, the Executive Board, the Pillars, the Scientific, Advisory and Ethics Board and the Observers Group when necessary.
- Proposing strategies, procedures and action plans to the General Assembly and the Executive Board and overseeing their implementation.
- Representing the ARCHE Alliance before third parties, in particular other partnerships and the European Commission, to stimulate inter-cooperation and joint preparation of activities.
- Where relevant, being responsible for progressing specific key issues for the further development of the ARCHE Alliance (reflecting on needs, ideas and possible implementation measures).
- Initiating and developing links with new countries.
- Communicating and disseminating information about the activities of the ARCHE Alliance at all institutional levels (international, European and national), as well as at conferences, workshops and relevant events.

### 4.3.2.   The Vice-Chairs

There are up to two Vice-Chairs.

One is proposed by the Chair and must be a member of one of the Member States or Associated Countries which are Members of the ARCHE Alliance. This Vice-Chair's nomination is endorsed by the General Assembly for a period of four years renewable once for a period of three years.

The second one is elected by the General Assembly and may be selected from outside of the General Assembly. This Vice-Chair is elected for a period of three years renewable once for a period of four years, so to ensure that there is always one Vice-Chair in office.

Both Vice-Chairs are members of the General Assembly; if a Vice-Chair was not previously a member of the General Assembly he/she does not hold a right to vote at the General Assembly nor at the Executive Board.

The Vice-Chairs assist the Chair in all his/her responsibilities and replace the Chair whenever he/she cannot fulfil his/her duties.

The sharing of the tasks between the Chair and the Vice-Chairs is discussed among themselves with the support of the Coordination Team.

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

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

## 4.4. Coordination Team

The Coordination Team is in charge of organizing the day-to-day management of the ARCHE Alliance and implementing the tasks assigned by the General Assembly and the Executive Board, reporting to both of them and to the Chair of the General Assembly under whose supervision it operates. It provides a high-quality technical support to all the different bodies of the ARCHE Alliance.

In consultation with the Chair of the General Assembly, the Coordinator nominates the Head of the Coordination Team who acts as its representative for all activities specifically related to the role of Coordinator (who remains the signatory of the Grant Agreement).

There is no fixed number of personnel attached to the Coordination Team. Nevertheless, considering its pivotal role, the Coordination Team will require a relatively numerous high-quality staff (see D3.3, paragraph 2.1.3 Coordination Team and D3.4).

### 4.4.1. Role

The roles and functions of the Coordination Team include:

- To make necessary arrangements for the proper organization and timetable of the meetings within the management structure (General Assembly, Executive Board, Observers Group, Scientific, Advisory and Ethics Board, Pillars).
- To assist the Chair and Vice-Chairs of the General Assembly and all the bodies composing the ARCHE Alliance with the preparation of documents, reviews and reports.
- To ensure the necessary logistical coordination and communication amongst the different bodies of the ARCHE Alliance.
- To organize the communication activities (meetings, stakeholders public consultations, relevant events…) and the dissemination of *ad hoc* documents

(generic presentations, posters, flyers…) to the relevant partners of the ARCHE Alliance.

- To ensure the dissemination of information to the relevant stakeholders.
- To maintain and update the website, the intranet and other IT tools, and the databases and platforms providing information on the ARCHE Alliance.
- To compile, archive and transmit reports and other documents (minutes of the meetings) submitted to it.
- To report (or coordinate the reporting) to the Members and to the European Commission on administrative issues or when required in the context of the ARCHE Alliance.
- To coordinate the support and communication within and across Pillars and across the different bodies of the Alliance.
- To ensure fluid communication with the European Commission, in particular regarding:
  - o The elaboration of the Grant Agreement.
  - o The monitoring and reporting of progress and budget use.
  - o The preparation of the Annual Implementation Plan.
- To manage elections and renewal process of the different bodies constitutive of the ARCHE Alliance.
- Any other duties requested by the Chair of the ARCHE Alliance.

The Coordination Team is not a decision-making body and does not vote.

# 5. Operational Level

This is the level at which policies are implemented, calls elaborated, projects selected and monitored, consultation carried out, and advice sought and provided.

## 5.1. Calls Unit

Each call is managed at different stages by three interconnected structures: the Call Pillar, the Call Steering Committee and the Call Secretariat.

The Calls Unit constitutes a specific element inside the governance of the Alliance and is protected from internal and external interference by a "firewall". It operates under strict confidentiality measures. All members of the Calls Unit shall sign a confidentiality agreement to prevent the release of information from the Calls Unit to any potential applicant to the call - including Members of the Alliance not participating in the call - , that may provide an advantage in the preparation of an application. If a member of the Calls Unit considers himself/herself to be in a situation of potential conflict of interest, he/she shall raise the issue with the Chair of the General Assembly who will decide whether he/she may participate in the discussion. An individual or a representative of an organisation that intends to apply to the call for proposals cannot be part of the Calls Unit nor attend its meetings.

### 5.1.1. Call Pillar

A Pillar specifically dedicated to the calls is created for the duration of the ARCHE Alliance. Like all other Pillars, the Call Pillar is led by a Pillar Coordinator. It is highly recommended that the Pillar Coordinator also manages the Call Secretariat, with support from a rotating agency participating in the Call Pillar.

The role of the Call Pillar is to develop and update the broad themes and the chronology of the calls developed in the SRIA and approved by the General Assembly at the start of the Alliance.

The Call Pillar is composed of those funding entities enumerated in the Grant Agreement who, on a voluntary basis, choose to take part in the work of the Pillar. Each participating funding entity shall appoint one representative and one deputy representative to the Call Pillar. A high participation from the funding entity is expected.

The Call Pillar may constitute, for the writing of the "scientific document" of the call, a small *ad hoc* committee which includes researchers from the Scientific Group and researchers from outside the Alliance on the express condition that these individuals do not take part in the call.

## 5.1.2.    Call Steering Committee

There is one specific Call Steering Committee for each one of the calls launched by the ARCHE Alliance.

The Call Steering Committee is the ultimate decision-making body of the call.

Each Call Steering Committee is composed of all the funding entities, members of the ARCHE Alliance, taking part in and committing a budget to the call.

Each ministry and agency participating shall name one representative and one deputy representative to the Call Steering Committee. The representative of the European Commission sits on the Call Steering Committee.

The participation of 2/3 (two-thirds) of the representatives shall constitute the quorum necessary for the Call Steering Committee meeting to be valid. The Call Steering Committee shall take its decisions as far as possible by consensus. However, in the absence of consensus, decisions shall be taken by a vote of its participants present (on site or online). Each funding entity participating in the call shall have one vote in the Call Steering Committee.

The Call Steering Committee ensures that the independence of the evaluation and ranking of the proposals is respected, monitors the projects funded under the call and is in charge of the resolution of any conflict or difficulty which could arise during the life of a project.

The Call Steering Committee is in charge of controlling the release of documents related to the call.

## 5.1.3.    Call Secretariat

The Call Steering Committee will be assisted by a Call Secretariat responsible for the coordination and management activities of the call.

The Call Secretariat is composed of representatives from two or more funding entity Members of the ARCHE Alliance.

In the case where one agency or ministry accepts to head and coordinate the Secretariat for several calls, it will be assisted by representatives of one or several ministries or agencies for each call; these ministries or agencies may change from one call to another.

It is not expected that the ministry or agency taking on the Secretariat for several calls should be a participant to all of those calls. On the other hand, a ministry or an agency participating in the Secretariat for just one call should be a participant to that call.

The Call Steering Committee reports to the Executive Board. The General Assembly validates its general orientations and its proposals. The Call Secretariat informs the Executive Board and the General Assembly of the organisation of the call and of its progress after its launch and communicates the results of the call to both bodies.

The role of the Call Secretariat is to:

- Write the scientific and organisational details of each call, following and in accordance with the broad themes and chronology developed in the SRIA and approved by the General Assembly at the start of the Alliance.
- Write the relevant application documents (Implementation Plan, FAQ, web page, etc.) of each call.
- To assist the Call Pillar and the Call Steering Committee for administrative and organizational matters
- To assist the Call Steering Committee in the monitoring of the projects funded.

## 5.2. Pillars (Work Packages)

These are the core foundations of the ARCHE Alliance in which the activities defined in the Grant Agreement and in the description of work submitted to the European Commission are fulfilled. Pillars render these activities and the ARCHE Alliance visible and comprehensible to those who are not part of them.

Pillars are also referred to as Work Packages in the description of work submitted to the European Commission and in the Grant Agreement.

Each Pillar encompasses a certain number of activities, within a defined time framework (schedule, deliverables) and with dedicated resources (in cash or in-kind). These activities will cover important aspects of the ARCHE Alliance's implementation, such as impact, communication and dissemination, and additional activities. Each activity is assigned to a specific Task within the Pillar.

There is a specific Pillar dedicated to the calls (see, *supra*, Calls Unit).

Each Pillar nominates one Coordinator (or more if necessary) and several Task Leaders.

Members of the Scientific, Advisory and Ethics Board and external experts may be invited to join a Pillar but not as coordinators.

Pillars meet as often as necessary in order to achieve the objectives for which they were created. The work plan resulting from their discussions and any minutes of a meeting will be archived and made available to the Executive Board and, on demand, to the General Assembly.

Like all other bodies, each Pillar liaises with the Coordination Team for administrative and organizational matters.

## 5.3. Scientific, Advisory and Ethics Board

The Scientific, Advisory and Ethics Board advises the General Assembly and the Executive Committee – and more generally the ARCHE Alliance – on strategic policy, scientific issues and ethical considerations, and is consulted by both of them before their meetings and whenever else necessary. It can also be consulted by the Call Steering Committee and the Pillars leaders.

The main role of the Scientific, Advisory and Ethics Board is to ensure that 1) the activities of the ARCHE Alliance remain relevant to the research needs (including dissemination of results, impact, networking, etc.) of those researchers, stakeholders and general public involved in cultural heritage and climate research, and are of high scientific quality, and 2) all ethical question are, as much as possible, anticipated and, should any concern arise, are promptly and appropriately addressed.

### 5.3.1.   Composition

The Scientific, Advisory and Ethics Board is composed of three groups of selected representatives: the Scientific Group, the Advisory Group and the Ethics Group.

The General Assembly decides on the size and membership of these bodies according to the needs of the ARCHE Alliance and has the final decision on the advice provided by the Scientific, Advisory and Ethics Board.

Members of the Scientific, Advisory and Ethics Board have a three-year renewable mandate. In order to ensure a certain degree of continuity, initially one half of the members shall be nominated for four years and the other half for three years. Afterwards, any new member shall be nominated for a renewable period of three years.

Members of the Scientific, Advisory and Ethics Board should demonstrate scientific excellence, cross-disciplinary competence and broad research perspective. The Board should also represent diversity in expertise, field of research and age, spatial distribution and gender equality.

Members of the Scientific, Advisory and Ethics Board work in an honorary capacity and are not employed by the ARCHE Alliance. They are reimbursed for their travel and accommodation expenses related to the activities of the Alliance.

Members of the Scientific, Advisory and Ethics Board will be requested to sign a confidentiality agreement and to declare conflicts of interest as soon as necessary.

### 5.3.2. Chair and Vice-Chairs

The Chair of the Scientific, Advisory and Ethics Board shall be elected by the Board amongst its members for a period of three years renewable once.

The Chair participates to the General Assembly as an observer.

The Chair is assisted by two Vice-Chairs who are elected for a period of three years renewable once by the Board amongst the members of the two Groups (Scientific, Advisory or Ethics) to which the Chair does not belong. The Chair and the two Vice-Chairs must be members of three different groups.

### 5.3.3. Meetings

The Scientific, Advisory and Ethics Board shall meet as often as necessary to fulfill the requirement of the General Assembly, and at least once a year. Each group can meet separately or together.

It is suggested that virtual meetings (telephone conferences, video conferences, etc.) should be prioritized in order to keep costs down.

When deemed necessary by the General Assembly or by the Executive Committee, the Scientific Group, the Advisory Group and the Ethics Group may be convened separately to discuss issues only relevant to them. In such instances, the meeting is chaired by the Chair of the Scientific, Advisory and Ethics Board or one the Vice-Chairs according to which group each one belongs.

At least one member of the Secretariat shall attend the Scientific, Advisory and Ethics Board meetings.

### 5.3.4. Quorum

To ensure the quality of the discussions and the involvement of the delegates of the participating countries, at least one third of the members of the Scientific, Advisory and Ethics Board shall constitute the required quorum for the meeting to be valid (on site or online). The same quorum applies to both groups when meeting separately.

In the absence of quorum, the Chair of the Scientific, Advisory and Ethics Board may propose to discuss the points on the agenda with the members present by without making decisions, or will close the meeting. In both cases the Chair will convene another one as soon as possible.

### 5.3.5. Decisions

Each decision adopted shall be recorded in the minutes of the meeting and a statement of the views may be entered in the minutes along with the decision, if a participant so requests.

If a member of the Scientific, Advisory and Ethics Board considers himself/herself to be in a situation of potential conflict of interest he/she should raise the issue with the chair of the Board who shall inform the other members and decide on whether he/she may participate in the discussion.

### 5.3.6. The three sub-groups

#### Scientific Group

The Scientific Group is composed of sixteen experts from countries involved in or outside of the ARCHE Alliance. Each Member State or Associated Country should provide a maximum of six candidates. The General Assembly will select the sixteen members amongst the proposed candidates based on their scientific excellence relevant to the ARCHE Alliance. Cross-disciplinary competence and broad research perspective will be important factors when composing the Scientific Group. The General Assembly will also seek diversity in expertise, field of research and age, geographical diversity and gender equality.

Members of the Scientific Group shall serve in their individual capacity, independent of national or institutional affiliation.

#### Advisory Group

The Advisory Group comprises European and international private and public bodies and organizations relevant to the ARCHE Alliance.

The composition of the Advisory Group will reflect the diversity of the scientific, industrial and societal interests of the ARCHE Alliance and, to that effect, it will be composed of several Thematic Colleges, each one corresponding to one of the themes defined in the SRIA and comprising stakeholders involved in that field. The number of Thematic Colleges can vary according to the needs of the ARCHE Alliance. Each Thematic College will elect one representative to the Advisory Board (see, *infra*, section 6.1 Extended Advisory Board).

Members of the Advisory Group are appointed by the General Assembly in accordance with procedures agreed by the General Assembly.

**Ethics Group**

The Ethics Group is composed of experts of the different ethical issues that may be raised in the calls or the organisation and running of the ARCHE Alliance (conflict of interests, equality, fairness, transparency, etc.).

Members of the Ethics Group are appointed by the General Assembly in accordance with procedures agreed by the General Assembly.

# 6. Consultative Level

This is the level at which the broadest consultation can be conducted to ensure that a bottom-up approach is reflected in the decisions made by the ARCHE Alliance.

## 6.1. Extended Advisory Board

To allow a maximum of flexibility in the working of the Advisory Group, an Extended Advisory Board is created for meetings between specific Thematic Colleges or for those of just of one College, following the principle of variable geometry. This Board will be a dynamic discussion forum and the main place to ensure connection with the major initiatives and projects in the field, while maintaining an evolutionary nature and a high degree of porosity with the other bodies forming the Consultative Level.

The role of the Thematic Colleges is to gather information on major initiatives and projects in their respective fields, to encourage discussions and to inform the Advisory Group, through the Extended Advisory Board. In that respect, the Extended Advisory Board is the link between European and international thematic communities and the Alliance.

Each Thematic College nominates a Coordinator who represents it on the Extended Advisory Board and on the Advisory Group.

## 6.2. National Structures

Each participating country in the Alliance is encouraged to establish its own consultation structure, whether national or/and regional. Each country is responsible for determining the format and the consultation procedure.

The National structures complement the Extended Advisory Board by bringing the state of cultural heritage in each country to the attention of the General Assembly, and more generally to the Alliance. These National structures inform the General Assembly accordingly.

## 6.3. Observers Group

The Observers Group is composed of those entities interested in following the development of the Alliance, and even in participating in some actions on a voluntary basis, without funding from the European Commission and without any related contractual commitment towards the latter.

The Observers Group has a flexible composition, adjusted annually by decision of the General Assembly. The Observers Group will include:

- Entities not eligible to be Members of the ARCHE Alliance but that are interested in contributing to some activities.
- Eligible entities getting involved or planning to get involved in some activities in the course of the Alliance. If they wish so, they may take part in the elaboration of the European Framework Programme (FP) 10 application for the following Grant Agreement and become Members of the ARCHE Alliance upon its signature.

Candidates to become Observers should inform the Chair of the ARCHE Alliance in writing of their intention; their admission into the Observers Group is approved by the General Assembly. Members of the Observers Group can cease to be members at any time by informing the Chair of the ARCHE Alliance in writing who, in turn, will inform all Members of these changes.

The joint activities foreseen with these Observers will be described in the Annual Implementation Plan. Their participation should not be necessary to complete the activities planned in the ARCHE Alliance, otherwise they will be formally identified as Associated Partners in the Annual Implementation Plan. The commitment of the Observers to contribute to this/these task(s) should be set and described separately.

Observers can be invited to attend the ordinary meetings of the General Assembly, as non-voting participants; they cannot participate in decision-making processes, but can be invited to participate in the discussions. However, in case of confidentiality issues some points on the agenda might be restricted to the Members of the General Assembly.

## 6.4. Heritage Research Forum

The Heritage Research Forum is an informal community hosted on the Heritage Research Hub dedicated webpage. It is composed of several groups gathering stakeholders with close or common interests that can be consulted through documents and/or surveys. This consultation is decided by the General Assembly. The daily management and animation of the Heritage Research Forum are ensured by a participant to a Pillar or by the Coordination Team.

# 7. Amendments

The General Assembly may approve amendments to the present Terms of Reference of the ARCHE Alliance.

The present Terms of Reference shall be revised by decision of the General Assembly, at the request of the Chair of the ARCHE Alliance of at least of 10% of the members of the General Assembly holding rights of vote.

Amendments to the present Terms of Reference shall enter into force as soon as they have been adopted by the General Assembly.

Alliance for Research on
Cultural Heritage in Europe

# ARCHE

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