



Deliverable 3.3

## ARCHE Organisation and Governance Plan



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## Abstract

This report is an output of Task 3.3 and consists of a comprehensive organisational structure, detailing the management bodies, decision-making processes, roles, responsibilities and high-level position requirements for the ARCHE network.

## Revision history and list of contributors

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1	18/07/2024	Charles Giry-Deloison (ANR), Janneke Van Kersen (NWO)	First draft
2	06/08/2024	Alexandre Caussé, Elodie Cazenave (FSP), Charles Giry- Deloison (ANR), Janneke Van Kersen (NWO)	Version ready for review
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4	15/10/2024	Alexandre Caussé, Elodie Cazenave (FSP), Roberta Agnese, Marie Fleck (ANR), Janneke Van Kersen (NWO)	Integration of comments and final version

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# Glossary

ARCHE	Alliance for Research on Cultural Heritage in Europe
RCH	Resilient Cultural Heritage
SAEB	Scientific, Advisory and Ethics Board
SRIA	Strategic Research and Innovation Agenda

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# Introduction: Conclusions from D3.2 Terms of Reference for the ARCHE Governance Structure

The ARCHE D3.2 Terms of Reference highlight the importance of identifying the constitutive bodies of the ARCHE Alliance, defining their composition, role and responsibilities and clarifying how they interact with each other and with external stakeholders. They also emphasize the necessity of having a robust and fluid decision-making process and a structure that guarantees that all members of the ARCHE Alliance are efficiently involved at the relevant stages. This is particularly true for the communities that are not represented in the General Assembly. Fluidity of communication is paramount. The structure of the Alliance should also allow a transparent procedure for the inclusion of new members.

Equally, striking the right balance between inclusiveness of all partners, representation of all fields of research and stakeholders, and manageable bodies (General Assembly, Executive Board, Scientific, Advisory and Ethics Board) is delicate but crucial. Equally important is the core role that consultation and advice should play in policy and decision-making, ensuring that the ARCHE Alliance is based on the widest possible foundation. It is also clear that each call for proposals should be protected from unwanted interference (the so-called “firewall”), whether from members within the Alliance or from external people or institutions. Finally, the Governance Structure should ensure that all ethical considerations (gender, inclusivity, conflict of interests, etc.) are suitably addressed.

The ARCHE Alliance is to prefigure the future Resilient Cultural Heritage Partnership and, in that respect, the following Governance Structure of the ARCHE Alliance will serve as the basis for the one which will be set up for the RCH Partnership with any necessary amendments.

# 1. General presentation of the organisational chart

The governance of the Alliance is built on a three-level structure in order to meet the core requisites of clarity, efficiency, flexibility, inclusivity and pragmatism for a robust Alliance. It comprises the Decisional Level, the Operational Level and the Consultative Level.

The purpose of such a structure is to allow clarity of responsibilities and efficiency of decision-making, to involve all partners of the consortium, to prioritize processes of consultation and advice, to guarantee the independence of the call procedure (writing the call topic, evaluating and selecting the projects), to enable the possibility of including new partners from the relevant scientific disciplines and industries, to promote far-reaching cooperation between heritage, the arts and across international boundaries, thereby maximizing impact in terms of networking, societal resilience and implementation of R&I processes.

The role, composition, meeting rules, decision-making procedures of each body composing the ARCHE Alliance and the election procedure and role of the Chair and Vice-Chairs are detailed in Deliverable 3.2 Terms of Reference for the ARCHE Alliance and the future Resilient Cultural Heritage Partnership Governance Structure.

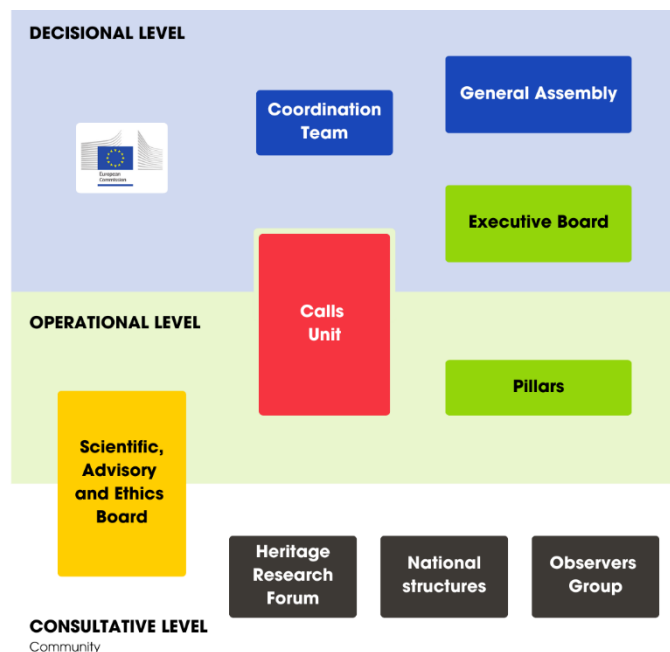


Figure 1: Organisational Chart of the Alliance.

## 2. Detailed presentation

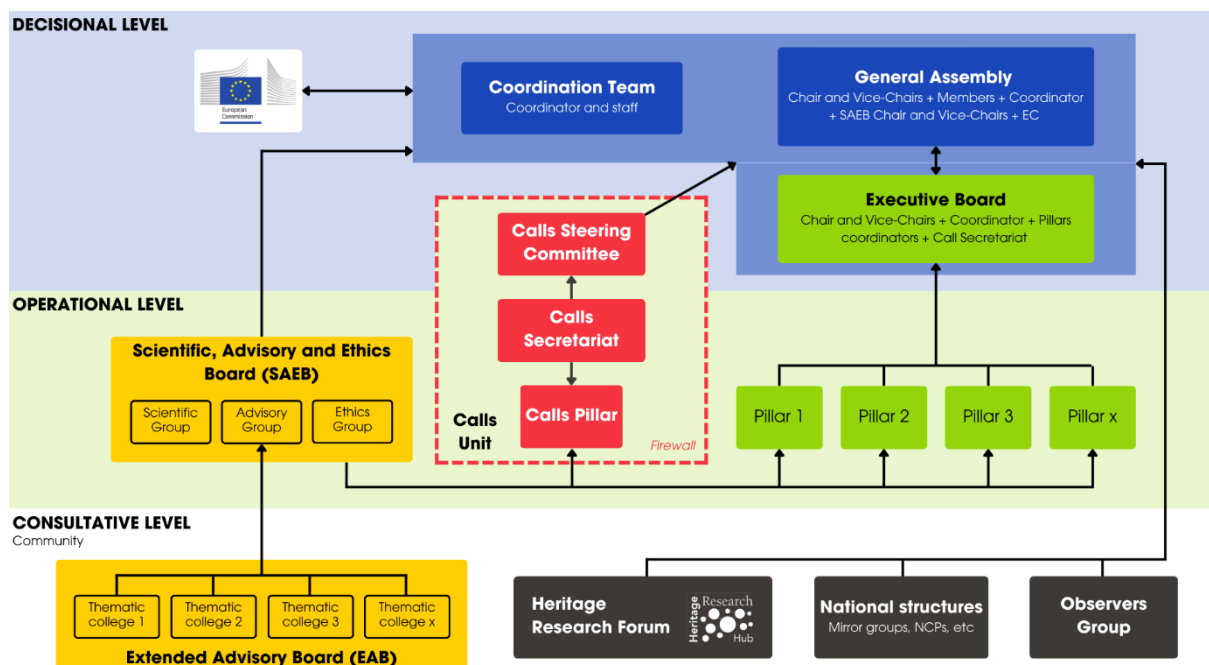


Figure 2: Detailed version of the organisational Chart of the Alliance.

### 2.1. 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 and the European Commission collaborate in an ongoing dialogue. In that respect, a representative of the European Commission sits on the General Assembly.

#### 2.1.1. General Assembly

The General Assembly is the ultimate body responsible for the 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.

The General Assembly is composed of:

- One representative and one deputy representative per Member (as defined in the D3.2, 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

#### **Responsibilities**

- To set up and manage the governance of the ARCHE Alliance.
- To elaborate the strategy of the ARCHE Alliance and to oversee its implementation.
- To promote the ARCHE Alliance and to communicate with other structures.

For the details of the responsibilities of the General Assembly, see D2.3, section 4.1.1 Role.

#### **Links with other bodies**

The General Assembly works primarily with the Executive Board, the Coordination Team (see, *infra*, 2.1.3) and the representative of the European Commission who are its first and natural contacts and partners.

Similarly, the Partnership Assembly works closely with the Calls Unit (see, *infra*, 2.2.1.): it approves the theme of the call and the related documents prepared and proposed by the Calls Unit, and validates the selection procedure for the ranking of the projects and those selected for funding proposed by the Calls Unit.

It also receives advice from the Scientific, Advisory and Ethics Board (whose Chair and Vice-Chairs are members of the Partnership Assembly), the Observers Group and the Heritage Research Forum. Observers may be invited to attend ordinary meetings of the General Assembly as non-voting participants. They cannot participate in decision-making processes but can be invited by the Chair to participate in the discussions on a consultative basis.

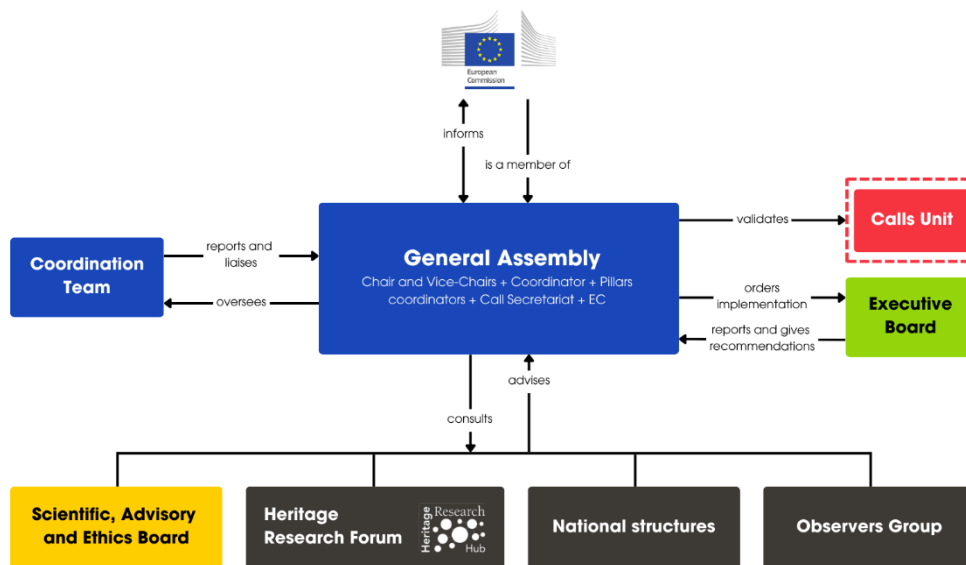


Figure 3: Links between the General Assembly and other bodies.

## Decision-making processes

The General Assembly shall make decisions by consensus, whenever possible. However, in the absence of consensus, to ensure equality amongst Members and also amongst countries, as well as to acknowledge the Alliance's diversity 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 or represented.
- And a majority of 2/3 (two-thirds) of Member States and Associated Countries present or represented.

Each vote will follow a two-stage procedure:

- Stage 1: All Members vote. A majority of at least 2/3 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 of the votes is required for the decisions to be approved. If, in the Alliance, 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 and shall hold one vote.



### **High-level positions**

The General Assembly is led 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.

The Chair is elected by the General Assembly from amongst its Members who are either National Delegates of Member States or Associated Countries, or from outside the Alliance, for a period of four years renewable once.

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 of the Alliance. The other is nominated by the General Assembly and may be selected from outside of the General Assembly.

At least two of these three individuals must be Members of the General Assembly and come from at least two different countries.

### **2.1.2. Executive Board**

The Executive Board is the executive body of the Alliance. It implements the strategy defined by the General Assembly, to which it is subordinated.

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 with a consultative voice.
- Members of the General Assembly, not included in the above list, may be invited for specific discussions.

### **Responsibilities**

The Executive Board prepares recommendations for the consideration of the General Assembly and monitors the progress of the activities and the

implementation of the decisions made by the General Assembly. For the details of the responsibilities of the Executive Board, see D3.2, paragraph 4.2.1 Role.

### **Links with other bodies**

The Executive Board works primarily with the General Assembly, the Coordination Team (which acts as the secretariat for the Executive Board) and the representative(s) of the European Commission.

It also works with the Pillars, including the Call Pillar, and the Call Steering Committee.

It can consult the Scientific, Advisory and Ethics Board and can receive advice from the National structures and the Heritage Research Forum.

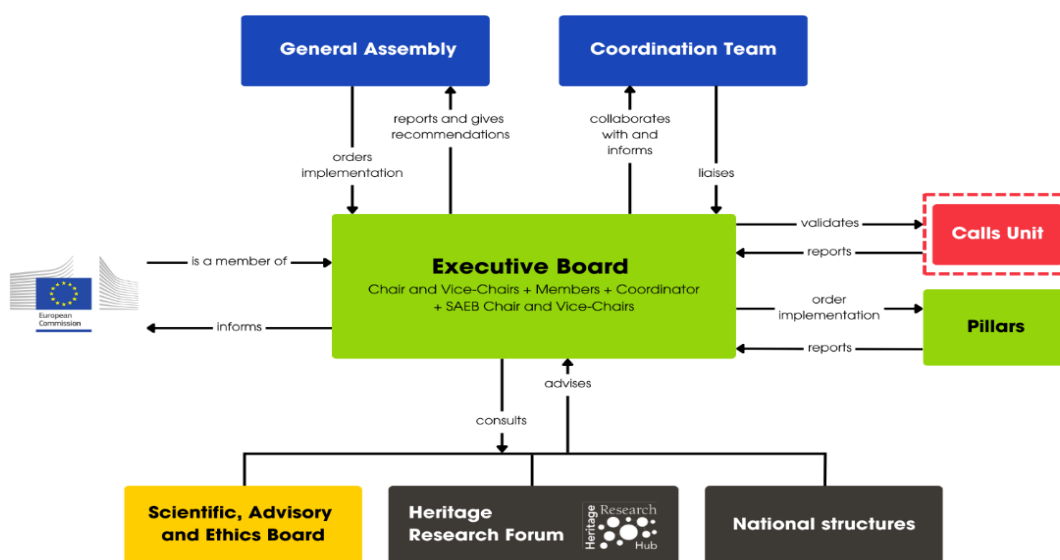


Figure 4: Links between the Executive Board and other bodies.

### **Decision-making processes**

The Executive Board is not a decision-making body; however, in specific circumstances, voting may be required. In such cases, the representative of the European Commission and 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 or online, is necessary for a vote to be held.

## High-level positions

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

### 2.1.3. Coordination Team

The Coordination Team is responsible for organizing the day-to-day management of the Alliance and implementing the tasks assigned to it by the General Assembly and the Executive Board, reporting to both bodies and to the Chair of the General Assembly, under whose supervision it operates.

The Coordination Team is also responsible for ensuring regular and fluid communication with the services of the European Commission.

#### Responsibilities

It provides a high-quality technical support to all the different bodies of the Alliance. For the details of the responsibilities of the Coordination Team, see D2.3, paragraph 4.4.1 Role.

#### Links with other bodies

The Coordination Team plays a pivotal role in the Alliance and is in close contact with all the bodies constitutive of the Alliance.

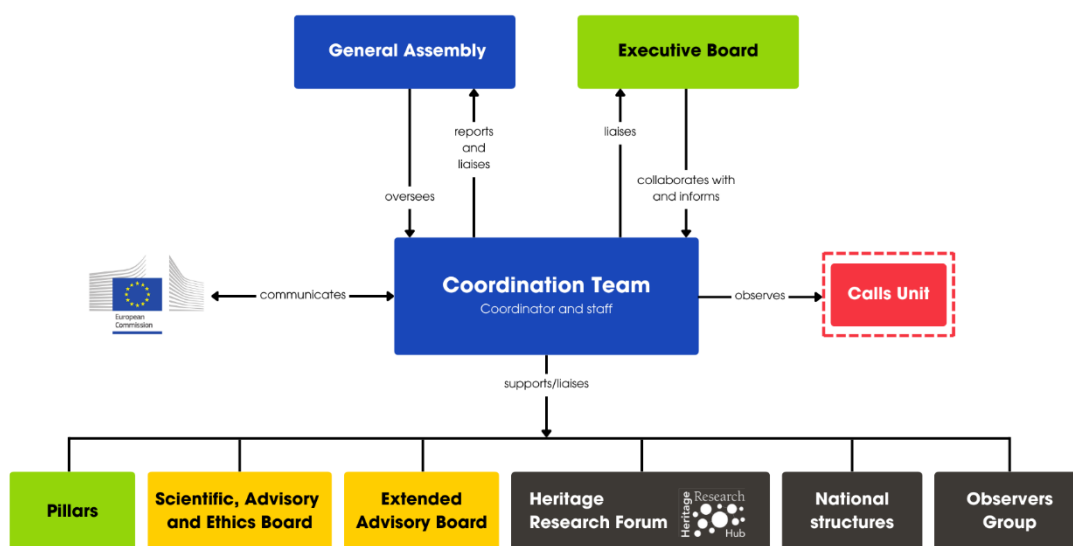


Figure 5: Links between the Coordination Team and other bodies.

 **Decision-making processes**

The Coordination Team is not a decision-making body and does not vote, therefore there is no specific decision-making process associated with it.

 **High-level positions**

Considering its pivotal role, the Coordination Team will require a relatively numerous staff including an Executive Director, a Secretary General, a Communication Officer, two or more Project Officers (see D3.4 Staffing Plan).

## 2.2. Operational Level

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

### 2.2.1. 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 operates under strict confidentiality measures and is protected by a “firewall”. All members of the Calls Unit shall sign a confidentiality agreement for preventing 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.

 **Responsibilities**

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

The Call Steering Committee is the ultimate decision-making body of the call. There is one Call Steering Committee per call. It is composed of all the funding ministries and agencies, members of the Alliance, taking part in and committing a budget to the call. The European Commission sits on the Call Steering Committee.

The Call Secretariat is responsible for the coordination and management activities of the call. It is also in charge of the daily management of the Call Steering Committee. It assists the Call Pillar in organizing the writing of the call for proposals. It 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.

## 🌈 Links with other bodies

The Calls Unit constitutes a specific element inside the governance of the Alliance and is protected from internal and external interference by a “firewall”.

The Call Steering Committee reports to the Executive Board. The General Assembly validates its general orientations and its proposals.

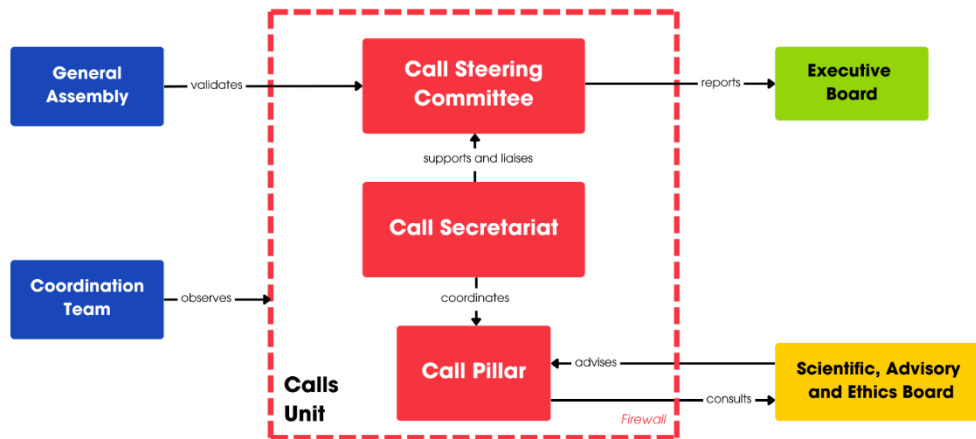


Figure 6: Links between the Calls Unit and other bodies.

The Call Pillar may seek advice from the SAEB and ask members of the Scientific Group to participate in the writing of a call on condition that they do not respond to the call for proposals. A member of the Scientific Group involved in any of the procedures of a call cannot be an applicant to that call.

The Call Pillar, the Call Secretariat and the Call Steering Committee may liaise with the Coordination Team for administrative and organizational matters.

## 🌈 Decision-making processes

There is no specific decision-making process for the Call Pillar or for the Call Steering Committee, as neither is expected to have to vote, and decisions, when there are, are taken by consensus. Nevertheless, if a vote be necessary, a simple majority of those members present or represented will be sufficient to reach a decision.

There is no specific decision-making process for the Call Secretariat as it is not a decision-making body and does not vote.

## 🌈 High-level positions

The Call Pillar, the Call Secretariat and the Call Steering Committee shall each nominate their own Coordinator.

As the Call Secretariat is responsible for the coordination and the management activities of the call, it will require a staff of three to four people.

Each Call Steering Committee is composed of all the funding ministries and agencies, members of the ARCHE Alliance, taking part in the call and having committed a budget to the call. Each participating funding ministry and agency shall appoint one representative and one deputy representative to the Call Steering Committee.

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

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.

**2.2.2. Pillars (Work Packages)**

**Responsibilities**

Pillars (referred to as Work Packages in the description of work submitted to the European Commission and in the Grant Agreement) are the core foundations of the ARCHE Alliance. They provide the framework in which the activities outlined in both the Grant Agreement and the description of work submitted to the European Commission are fulfilled.

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 aspect 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, *infra*, Calls Unit).

**Links with other bodies**

The main contact for each pillar is the Executive Board. A pillar may invite members of the SAEB or external experts to participate in its work, although these individuals may not serve

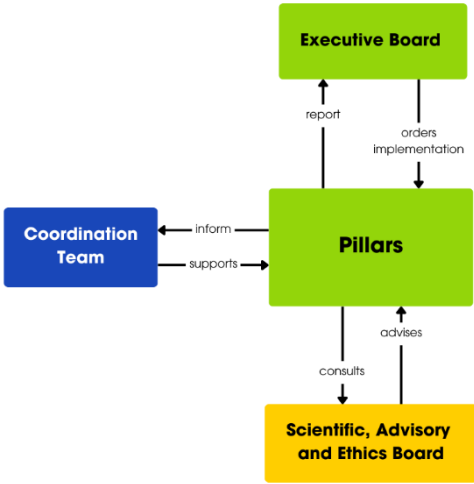
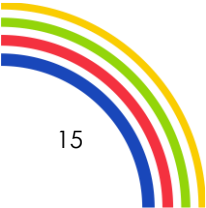


Figure 7: Links between the Pillars and other bodies.





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

### **Decision-making processes**

There is no specific decision-making process for a pillar as it is not expected to have to vote, and decisions, when there are, are taken by consensus. Nevertheless, should a vote be necessary, a simple majority of those members present or represented will be sufficient.

### **High-level positions**

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

## 2.2.3. Scientific, Advisory and Ethics Board

### **Responsibilities**

The Scientific, Advisory and Ethics Board (SAEB) is composed of three independent Groups: the Scientific Group, the Advisory Group and the Ethics Group.

The Advisory Group is partly composed of the representatives of Thematic Colleges who sit on the Extended Advisory Board. See D3.2 Terms of Reference for the detail of the composition of Advisory Group.

The SAEB advises the General Assembly and the Executive Board – and more generally the Alliance – on strategic policy, scientific issues and ethical considerations. Its main role is to ensure that 1) the activities of the 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.

The General Assembly has the final decision on the advice provided by the SAEB.

### **Links with other bodies**

The main contacts of the SAEB are the General Assembly and the Executive Board and it 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 coordinators of the Pillars. Like all other bodies, the SAEB liaises with the Coordination Team for administrative and organizational matters.

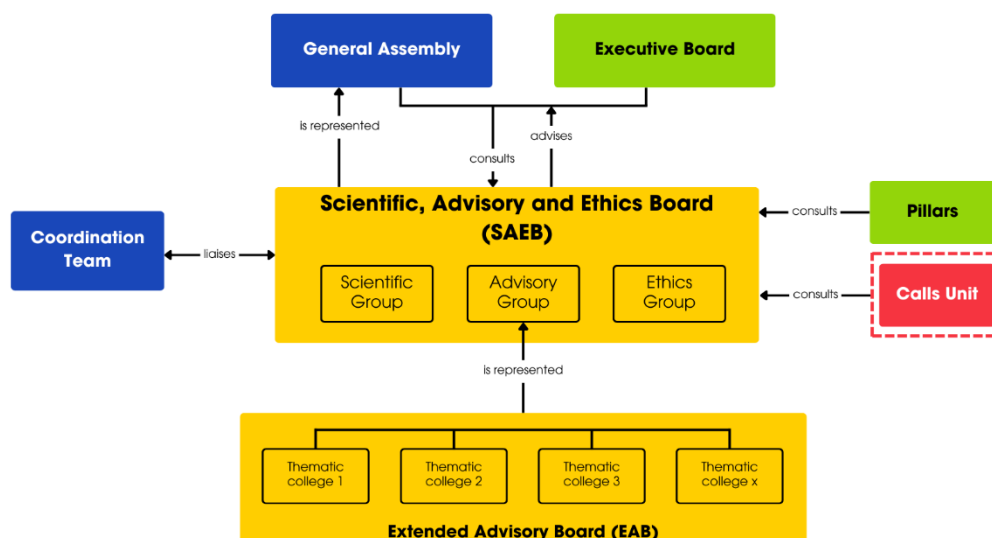


Figure 8: Links between the Scientific, Advisory and Ethics Board and other bodies.

### Decision-making processes

There is no specific decision-making process as the SAEB is not a decision-making body and it is not expected to vote. When decisions are needed, they are made by consensus. However, should a vote be necessary, a simple majority of those members present or represented is required. These rules apply to each Group taken separately.

### High-level positions

The SAEB is led by its elected Chair or, in his/her absence, by one of its elected Vice-Chairs. The Coordination Team acts as the secretariat for the SAEB.

## 2.3. 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.

### 2.3.1. Extended Advisory Board

This Board consists of several Thematic Colleges, each one representing a core theme of the Alliance. The purpose of a Thematic College is to ensure a broad representation of the communities involved in that specific topic, regardless of their nationality.

### Responsibilities

The role of the Thematic College is to gather information on major initiatives and projects in the field concerned, 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. It is also a dynamic forum for discussions between Thematic Colleges. Each Thematic College nominates one representative to the Advisory Group.

**Links with other bodies**

The Extended Advisory Board comes under the supervision of the Advisory Group. Like all other bodies, the Extended Advisory Board liaises with the Coordination Team for administrative and organizational matters.

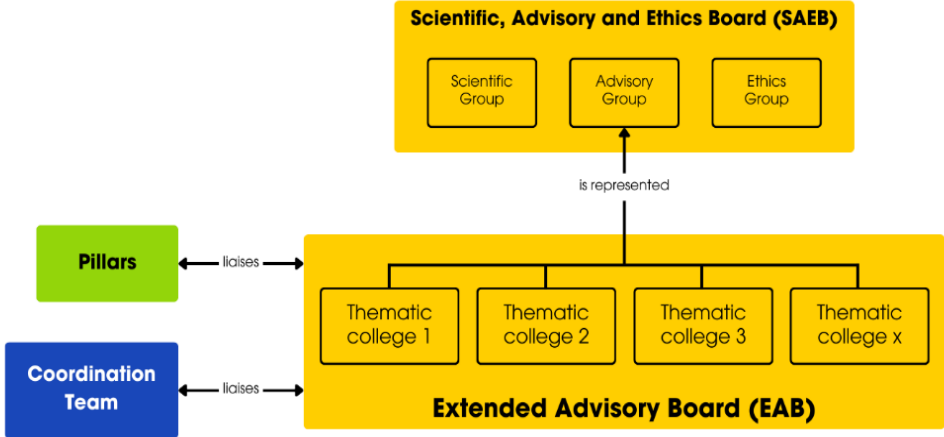


Figure 9: Links between the Extended Advisory Board and other bodies.

**Decision-making processes**

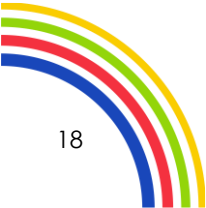
There is no specific decision-making process as the Thematic Colleges and the Extended Advisory Board do not vote.

**High-level positions**

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

As each Thematic College is represented on the Advisory Group and the Extended Advisory Board is a discussion forum, there is no need for a Coordinator for the Extended Advisory Board.

The Thematic Colleges are supported in their daily work by a participant from a Pillar or the Coordination Team.



### 2.3.2. 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.

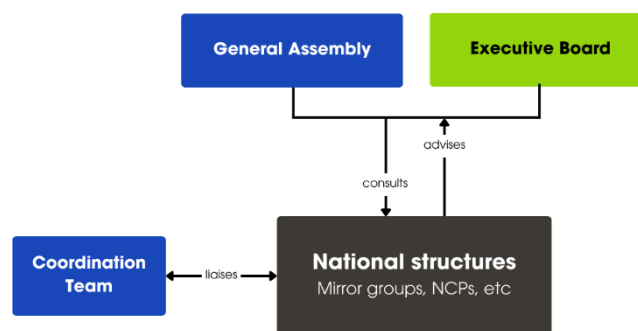


Figure 10: Links between the National structures and other bodies.

### 2.3.3. Observers Group

#### Responsibilities

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

The Observers Group is an informal body with a flexible composition, adjusted annually by decision of the General Assembly. The Observers Group will include:

- Entities not eligible to be Members of the Alliance but that are interested in contributing to some activities;
- Eligible entities getting involved or planning to become involved in some activities during the course of the Alliance or those considering becoming members of it.

The Observers Group has no specific responsibilities but can be consulted by the General Assembly.

### 🌈 Links with other bodies

The point of contact for the Observers Group is the General Assembly. Observers can be invited to attend the ordinary meetings of the General Assembly as non-voting participants. Like all other bodies, the Observers Group liaises with the Coordination Team for administrative and organizational matters.

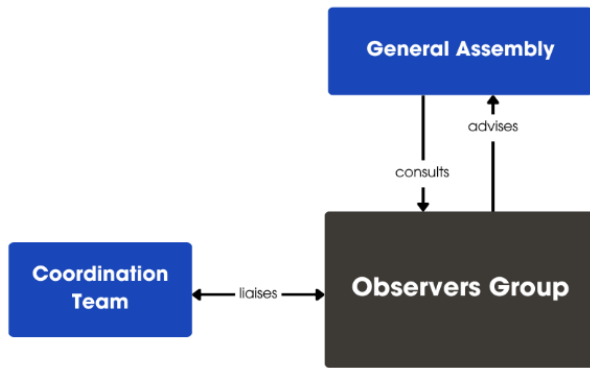


Figure 11: Links between the Observers Group and other bodies.

### 🌈 Decision-making processes

There is no specific decision-making process as the Observers Group is not a decision-making body and does not vote.

### 🌈 High-level positions

There is no position to fulfil.

## 2.3.4. [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

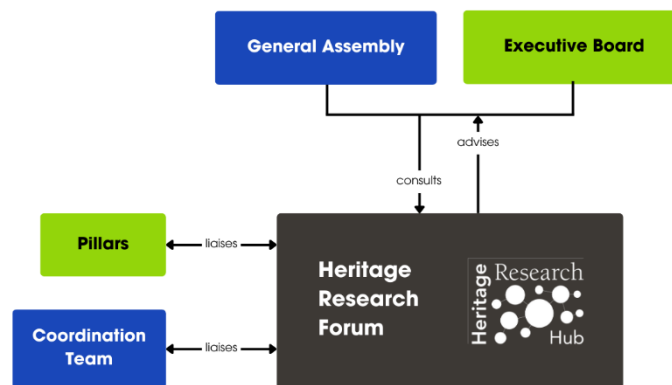


Figure 12: Links between the Heritage Research Forum and other bodies.

Alliance for Research on  
Cultural Heritage in Europe

# ARCHE

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