

Alliance for Research on
Cultural Heritage in Europe

ARCHE

Deliverable 3.1

**Governance Structures for Similar
Programmes**



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Abstract

This Deliverable 3.1 is an output of *Task 3.1 Analysis of previous related experience and other EU Partnerships* and presents the results of the document analysis on similar programmes and interviews with senior officials. It examines trends, patterns and problems encountered by similar initiatives, and their applicability to the governance structure of ARCHE.

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General glossary

ARCHE	Alliance for Research on Cultural Heritage in Europe
CH	Cultural Heritage
CSA	Coordination and Support Action
EC	European Commission
EC DG	European Commission's Directorate-General
EU	European Union
GA	Grant Agreement
JPI	Joint Programming Initiative
JPI CH	Joint Programming Initiative on Cultural Heritage and Global Change
RFO	Research funding organisation
RPO	Research performing organisation
R&I	Research and Innovation
SRIA	Strategic Research and Innovation Agenda

Executive Summary

Introduction

The future Alliance for Research on Cultural Heritage in Europe (ARCHE) will take the form of a European network of (a) national institutional actors in charge of CH R&I policy development and funding, and (b) researchers, innovators, heritage professionals and citizens that produce, exploit, and use the outcomes of the CH R&I. The corresponding governance structure should integrate previous related best-practice, but also the specific management and organisational requirements related to the mission of the Alliance. To this end, the ARCHE team conducted a benchmark exercise on the governance models of the JPI CH and existing European Co-funded Partnerships in Task 3.1 Analysis of previous related experience and other EU Partnerships. This report D3.1 Governance structures for similar programmes presents the results of the investigation pointing to basic trends, common patterns, examples of good practices and the solutions adopted to the specific challenges encountered by each initiative.

Methodology

The benchmark analysis conducted in Task 3.1 consisted of a document analysis on the governance structures of current European Co-funded Partnerships in Pillar II Global Challenges and European Industrial Competitiveness, and interviews with senior management officials. Eight initiatives from three different thematic clusters were examined:

Cluster 1. Health

- Transforming Health Care Systems (THCS)
- ERA4Health
- Partnership for the Assessment of Risks from Chemicals (PARC)

Cluster 5. Climate, Energy and Mobility

- Driving Urban Transitions (DUT)
- Clean Energy Transition Partnership (CETP)

Cluster 6. Food, Bioeconomy, Natural Resources, Agriculture and Environment

- Biodiversa+
- Sustainable Blue Economy Partnership (SBEP)
- Water4All

The governance models of these initiatives were assessed and compared to the JPI CH governance structure by looking at how the different governance functions of the “General Model of Partnership Governance Functions”¹ provided by ERA-LEARN have been integrated in the bodies and mechanisms of each partnership, focusing on existing trends, best practices and lessons learned. The model includes 8 core governance functions and 4 collaborative governance functions:

Core governance	Collaborative governance
1. Strategic planning and decision making	
2. Consortium coordination and management	
3. Call management	9. Stakeholder engagement
4. Cooperation with responsible EC unit and executive agency	10. EC involvement
5. Alignment with national and regional activities	11. Coordination with other European partnerships, missions, and R&I initiatives
6. Partnership impact monitoring	12. International cooperation
7. Stakeholder advice	
8. Compliance	

The results of the analysis have some limitations due to the insufficient information publicly available on the governance structures of existing European Co-funded partnerships and the difficulties to schedule interviews with senior officers.

Results

Core governance

Strategic planning and decision making

This function involves highest level decisions on strategic matters and budget allocations as well as annual work plans and membership issues, ensuring the effective

¹ <https://www.era-learn.eu/support-for-partnerships/governance-administration-legal-base/governance-structure-and-committees>



operation and deployment of activities and achieving the partnership's objectives. All the partnerships examined are governed by an ultimate decision-making body (Governing Board, General Assembly, or Management Board) in which all the consortium partners sit. However, in some partnerships such as CETP, ERA4Health, and DUT, it adopts different configurations.

Consortium coordination and management

This function involves reporting to the European Commission and the highest decision-making body of the partnership, highlighting topics and issues to be addressed in the partnership agenda, managing the thematic focus of the partnership activities, supporting partners in budgetary and administrative matters and in fostering cross-cutting discussions and synergies between activities. This is usually carried out by a coordinator or coordinating entity, which is supported by a coordination team (also called Management Team, Operational Team, or Partnership Secretariat), and an executive body (Executive Board, Executive Committee, Strategic Board or Management Board).

The coordination and management of Co-funded partnerships entails a higher degree of complexity and a heavier workload and financial and administrative burden than previous initiatives, such as ERA-NETs or JPIs. According to the officers interviewed, it is important for the leading entity not to concentrate all the management tasks and functions and be able to share and delegate some of them by deploying WP and task leadership and responsibilities across the different partner organisations.

The high number and diversity of partners also makes it difficult for all of them to play an active role in the partnership and get to know each other. Involving all partners efficiently in the partnership activities is thus essential for a successful implementation, which might be harder in the case of non-funding organisations.

Distributing the budget between the calls and the other activities was another challenge for the Co-funded partnerships examined. Two main issues were carefully addressed by the consortia: (1) how much EU co-funding is used for each activity, and (2) the funding rate for each co-funded activity.

Call management

This function deals with the preparation, promotion, and implementation of calls, including identifying and formulating call topics, acting as contact point, organising the administrative related tasks and the evaluation, and monitoring the state of the call and the projects. There are two main bodies involved in this function in the partnerships examined: 1) the Joint Call Secretariat or Call Management body/team, which usually consists of one or two funding organisations, and 2) the Call Steering

Committee, formed by all the fundings organisations participating in a certain call. To reduce the administrative burden of launching one call per year, some of the initiatives have implemented rotating and shared Secretariats, which have also encouraged the transfer of skills and the exchange of experiences and best practices between the participating funding organisations.

Cooperation with responsible EC unit and executive agency

This function ensures that administrative matters and contractual aspects like reporting or fulfilment of the EC requirements are addressed appropriately. This function is in the hands of the coordinating entities of all the partnerships and facilitated by their extensive experience in previous initiatives and the knowledge gained on the EC protocols and procedures.

Alignment with national and regional activities

This function ensures that the activities, strategies, and needs of the countries are considered in the partnership, increasing its impact, and encouraging the uptake of results. Member States sit in the governing bodies of the Co-funded partnerships examined, benefiting from specific configurations to address national interests and needs in two of the initiatives: ERA4Health and DUT. Specific bodies like the Steering Committee of SBEP and the CETP Strategic Board bring together the EC and national policymakers, facilitating the coordination between European and national policies and priorities. National Mirror Groups, National Hubs, or National Communities are also encouraged by most partnerships, but the lack of common rules and procedures seem to hinder their efficiency.

Engaging with regional and local authorities another important challenge for most partnerships as well as the use of Cohesion Policy Funds since most of these funds have already been mobilized for other activities by the regions, according to some of the officers interviewed.

Partnership impact monitoring

This function entails the development of appropriate indicators and methods to track the progress of the partnership towards its objectives and impact in line with the new Horizon Europe monitoring framework and its Key Impact Pathways and Key Performance Indicators. All the initiatives examined have dedicated monitoring activities that are typically designed and supervised by the teams and units in charge of the consortium coordination and managements. There are no specific bodies to carry out this function within the governance structure.

Stakeholder advice

This function provides guidance and strategic direction for the priorities and activities of the partnership by collecting views and feedback from the scientific community as

well as stakeholder representatives. The advisory function is carried out by different bodies across the Co-funded partnerships examined. Some initiatives, such as THSC and Biodiversa+, have a single advisory board that brings together scientific experts and stakeholders. Other initiatives, like ERA4Health, PARC and Water4All, have also set up specialised advising bodies in their governance structure with a particular focus on ethical issues. In SBEP scientific experts are nominated by the countries according to the different activities and needs of the partnership. In DUT and CETP the stakeholder advice and engagement functions are carried out through the same bodies (DUT Agora and the City Panels and Focus Groups and CETP's Impact Network).

Compliance

This function ensures that potential conflicts of interests are identified and appropriate mechanisms to avoid them are implemented. Both members of the partnership and external advisors and experts, such as call evaluators, might have a conflict of interests with the design and implementation of the joint activities. Declarations are often used for this purpose. Furthermore, some Co-funded Partnerships include research performing organisations as well as research funding organisations as beneficiaries of the GA and firewall measures are required. Pillars and work packages dedicated to the launch, implementation and follow up of the joint calls are usually firewalled, involving only funding organisations. In addition, research performing organisations cannot participate in any call-related discussions during the meetings of the different governing bodies either. Having specific configurations in the governing bodies, such as CETP's Call Specific Configuration, DUT's Programme Owners and Managers and ERA4Health's National/Regional funding organisations, facilitates this task.

[Collaboration governance](#)

Stakeholder engagement

This function comprises the involvement of user and stakeholder groups as well as the scientific community to address both academic and practical interests and needs through co-creation approaches. One of the best examples of a stakeholder involvement platform is the DUT Agora, which builds upon the structures and experiences of the bottom-up approach previously developed in the JPI Urban Europe. Other formats developed to interact with users and problems owners include the SBEP "communities of practice", the Water Oriented Living Labs of the Water4All partnership; and the Impact Network implemented by CETP.

EC involvement

This function ensures that the partnership meets EC policy objectives by creating an interface between the partnership and the relevant EC DGs. The EC is invited to participate in the meetings of the governing and executive bodies of most of the

initiatives. Its representatives also sit in the Steering Committees of Biodiversa+ and SBEP, and the Strategic Board of CETP, to provide strategic guidance.

Coordination with other European partnerships, missions, and R&I initiatives

This function seeks to build relationships, exchange learnings and foster synergies with other European partnerships, missions, and R&I initiatives. Existing Co-funded partnerships are 9 D3.1 Governance Structures for Similar Programmes developing cooperation strategies through different mechanisms. Partnerships meet regularly in different outlets to exchange their experiences. Some initiatives have also set up dedicated bodies to facilitate the interaction with other initiatives (SBEP Brussels Cellule office, DUT Synergies Forum, CETP “interfaces and alignment” mechanism).

Some of the partnerships examined also build on previous Joint Programming Initiatives (JPIs) that are still active. The cooperation between the Co-funded partnerships and the JPIs takes different forms. The same countries are usually present in both, but they serve different purposes. The JPI Oceans is one of the partners of SBEP. The Water JPI and the Water4All partnership share the Advisory Board. The JPI Healthy Diet, Healthy Life (HDHL) is involved in the ERA4Health Synergies Working Group.

International cooperation

This function involves building and strengthening international networks and improving overall capacity for collective action and to operate jointly. The Co-funded partnerships examined are developing their internationalization strategies and collaborating with Associated Countries and non-EU countries as well. The coordination team is usually in charge of reaching third countries and international organisations, but in some cases this function is supported by other bodies, such as the Brussels Cellule office of SBEP, the Synergies Forum of DUT, and the International Board of PARC.

Conclusions

The governance structure of the future Alliance for Research on Cultural Heritage in Europe will build on the model and the lessons learned in the JPI CH over the last decade. Although it provides a solid foundation, the analysis of existing European Co-funded partnerships indicates that ARCHE should developed further mechanisms and formats to strengthen additional governance functions, such as the alignment with national and regional activities, compliance, stakeholder engagement, and collaboration with the EC and other initiatives at the European and international level. How these functions will be exactly carried out and integrated across the different bodies and formats will be further determined by the specific requirements of the ARCHE SRIA and the needs assessment conducted in subsequent tasks.

Introduction

The future Alliance for Research on Cultural Heritage in Europe (ARCHE) will take the form of a European network of (a) national institutional actors in charge of CH R&I policy development and funding, and (b) researchers, innovators, heritage professionals and citizens that produce, exploit, and use the outcomes of the CH R&I. As indicated in the Grant Agreement, the corresponding governance structure should integrate previous related best practice, but also the specific management and organisational requirements related to the mission of the Alliance. To this end, the ARCHE team conducted a benchmark exercise on the governance models of the JPI CH and existing European Co-funded Partnerships in Task 3.1 Analysis of previous related experience and other EU Partnerships. The benchmarking included a document analysis of the different governance structures and interviews with senior management officials. This report D3.1 Governance structures for similar programmes presents the results of the investigation pointing to basic trends, common patterns, examples of good practices and the solutions adopted to the specific challenges encountered by each initiative.

The report is structured in four sections. The first one describes the methodology employed in the benchmarking, including the selection of the initiatives examined, the data collection process, the analytical framework used, and its limitations. The second section presents an overview of the governance models of current European Co-funded Partnerships. The third section analyses and compares them, using the ERA-LEARN General Model of Partnership Governance Functions as a baseline. It also provides examples of best practices and lessons learned from the initiatives examined. The last section presents the conclusions of the benchmarking exercise.

1. Methodology

1.1. Sample Selection

The purpose of Task 3.1 was to analyse the governance structures of current European Partnerships and Missions and compare them to the governance structure and mechanisms of the JPI CH on which the future Alliance will build. The whole portfolio of Horizon Europe initiatives, which included 49 partnerships and 5 missions when the task started in May 2023, could not be examined due to time and resources constraints and the ARCHE team decided to take a sample. Only active European Co-funded Partnerships in Pillar II Global Challenges and European Industrial Competitiveness² were considered for the analysis because the configuration of the future Alliance will be very similar, with research funders and other public authorities at the core of the network. The list includes eight initiatives from three different thematic clusters:

Cluster 1. Health

- Transforming Health Care Systems (THCS)
- ERA4Health
- Partnership for the Assessment of Risks from Chemicals (PARC)

Cluster 5. Climate, Energy and Mobility

- Driving Urban Transitions (DUT)
- Clean Energy Transition Partnership (CETP)

Cluster 6. Food, Bioeconomy, Natural Resources, Agriculture and Environment

- Biodiversa+
- Sustainable Blue Economy Partnership (SBEP)
- Water4All

1.2. Data Collection

Information about the governance structures of the partnerships was gathered using a two-fold method: a) document analysis, and b) interviews with senior representatives of the initiatives. First, an online search was conducted on available documents

² The full portfolio of HE partnerships is available at the Biennial Monitoring Report (BMR) 2022: <https://op.europa.eu/en/publication-detail/-/publication/a6cbe152-d19e-11ec-a95f-01aa75ed71a1>

containing information about the governance models of the partnerships. For each initiative the following documents were retrieved:

- Partnership fiche
- Partnership proposal
- SRIA
- Description of the governance structure in the partnership website

At a second stage, between September and November 2023, representatives of the coordination and management teams of the eight partnerships were invited to participate in a semi-structured interview and share further documentation on their governance models with the ARCHE team. Different documents, such as extracts of the Grant Agreement and the Consortium Agreement, deliverables, and presentations were provided for the analysis.

Given the limited availability of the representatives for an interview, some of them answered the questions via email. The interview guide can be found in Annex 1. Representatives of SBEP, Water4All, and Biodiversa+ were interviewed via Zoom, while representatives of ERA4Health and CETP provided written answers. The DUT representative was interviewed in May 2023 for Task 1.3 Investigation on Initiatives in Partnership Networks and described in detail its governance structure and the challenges faced during its implementation, which also fed the analysis of Task 3.1. No additional information was provided by representatives of the THCS and PARC initiatives. The former was working on the definition and mechanisms of its governance structure in the course of the ARCHE investigation and could not share any information before the submission of the corresponding deliverable, while representatives of the latter could not be reached.

1.3. Analytical framework

The governance models of the European Co-funded partnerships were assessed and compared to the JPI CH governance structure by looking at how the different governance functions of the “General Model of Partnership Governance Functions” provided by ERA-LEARN have been integrated in the bodies and mechanisms of each partnership. A full description of the model is included in the following pages.

General Model of Partnership Governance Functions (ERA-LEARN)³

The **core governance** functions relate to the predominantly internal governance arrangements of the European Partnerships. It also includes functions relating to the

³ <https://www.era-learn.eu/support-for-partnerships/governance-administration-legal-base/governance-structure-and-committees>

need to receive input from independent bodies for better steering the strategic programming and operation of the European Partnerships. Core governance functions include:

1. Strategic planning and decision making

Planning and decision making involves highest-level decisions on strategic matters and budget allocations, ensuring and supervising effective operation and deployment of activities and achieving the partnership's objectives. Decisions on other important issues such as annual work plans, and partnership membership concerns also fall under the responsibility of this overarching function.

2. Consortium coordination and management

Mandated by the consortium, this function develops and implements the work plan along the agreed lines of action. Effective consortium coordination and management establishes efficient communication channels and formats between (potential) consortium members to enable effective management and implementation of partnership activities. Moreover, the function also includes reporting to the European Commission and the Governing Board, highlighting topics and issues to be addressed in the partnership agenda, managing the thematic focus of the partnership activities, in particular calls for proposals, supporting partners in budgetary and administrative matters and in fostering cross-cutting discussions and synergies between activities.

3. Call management

Central function of each partnership, which deals with preparing, promoting, and implementing calls. This includes organising the administrative related tasks (e.g., preparing necessary call documents like guidelines or call texts and opening the call on the submission platform etc.) as well as acting as contact person for the call, organising the evaluation (assigning experts, organising selection meetings) and follow-up (overseeing contracts, reporting etc.).

4. Cooperation with responsible EC unit and executive agency

This function ensures the cooperation with responsible EC units and executive agencies on a regular basis. It includes cooperation with the project and the financial officer and ensures that administrative matters/ contractual aspects like reporting/ fulfilment of EC requirements are addressed appropriately.

5. Alignment with national and regional activities

This function encompasses identifying and reporting on relevant national or regional R&I activities related to the partnership and provides an interface between national authorities and relevant partnership activities. It encourages the uptake of results and joint activities between the partnerships and the Member States, ensuring that

activities, strategies, and needs and strategies of countries are considered at the Partnership level and in the design of the work plan.

6. Partnership impact monitoring

In general, the monitoring function involves managing and creating transparent, relevant, and reproducible monitoring processes within the various activities and organisational units of partnerships and incorporates learning cycles into the decision-making process. The monitoring function is particularly important in the context of Horizon Europe, as it is the first time that the EC has attempted to develop a more harmonised monitoring system for European partnerships. Therefore, the indicators and methods for monitoring the Partnership's progress towards its objectives and impact should be harmonised and aligned with the new Horizon Europe monitoring framework and its Key Impact Pathways and Key Performance Indicators. Where appropriate, the SRIA provides further details on the monitoring framework for European Partnerships.

7. Stakeholder advice

The advisory function informs the Partnership's priority-setting process and advises on thematic and operational issues and constraints to provide guidance and strategic direction for the Partnership's work. It collects views and feedback from the scientific community and stakeholder representatives. As stakeholder engagement has been increasingly expanded and shifted from informing and collecting feedback to more inclusive ways of stakeholder engagement, including co-creation and empowerment, the advisory function may be included in Function 9 (stakeholder engagement) and the following.

8. Compliance

This function has the main purpose to avoid conflicts of interests. This is of particular importance in partnerships where research performing organisations (RPO) act together with research funding organisations (RFO) as beneficiaries in a Co-funded Partnership (firewall requirement). However, it is also relevant in the whole call announcement and selection process.

The **collaboration governance** functions relate to the essential need to actively engage with parties that are relevant for the operations of the European Partnership. The collaboration governance functions comprise:

9. Stakeholder engagement

Depending on the partnership goals, different user and stakeholder groups as well as the scientific community need to be addressed. The function enables the involvement of these groups and offers the opportunity to consider both academic and practical interests and needs. Stakeholder engagement can go beyond the thematical and

geographical limits of the Partnership and may involve interested stakeholders from other areas or non-EU countries.

10. EC involvement (strategic and policy)

This function ensures coordination and coherence of partnership related targets with EC strategies and policies by creating an interface between the partnership and the relevant EC DGs.

11. Coordination with other European partnerships, missions, and R&I initiatives

Coordination and collaboration with other partnerships, missions and other initiatives is largely focused on building relationships and partnership networks and fostering synergies with existing structures.

12. International cooperation: Cooperation with international programmes and funders

International cooperation increases the quality and relevance of activities to address global challenges by building and strengthening international networks and improving overall capacity for collective action and to operate jointly. Furthermore, international cooperation enables articulation of international and EU agendas and identifies opportunities for future research and innovation collaborations with international partners.

1.4. Limitations

The results of the benchmark exercise conducted in Task 3.1 have some limitations due to the insufficient information publicly available on the governance structures of existing European Co-funded partnerships and the difficulties to schedule interviews with senior officers.

The governance structure of the new partnerships in Horizon Europe was only outlined in their proposals and their definitive bodies and mechanisms were decided at a later stage. What is more, not all the partnerships provide information about it on their websites. Internal documentation was thus requested to the initiatives in order to obtain accurate information, which often could not be shared with third parties. More efforts should be made to make this information available as it can be helpful to other initiatives and encourage the exchange of lessons learned and experiences.

The coordination and management teams of all the active Co-funded partnerships in Pillar 2 were approached and invited to share their experiences in an interview. Given their tight schedules, some of the initiatives opted for answering the question in written form instead. The information gathered is thus more limited than expected but the main challenges faced by the partnerships and some useful examples of best practices were provided.

2. Governance Models of Co-funded Partnerships

2.1. Transforming Health and Care Systems

The European partnership on **Transforming Health and Care Systems (THCS)**⁴ was launched in January 2023 to contribute to the transition towards more sustainable, efficient, resilient, inclusive, innovative, and high-quality people-centred health and care systems equally accessible to all people. It consists of 64 partners from 26 countries and is coordinated by the Italian Ministry of Health (Ministero della Salute). The partnership builds on the knowledge gained in previous H2020 initiatives such as the CSA TO-REACH, the Active and Assisted Living programme (AAL), the Joint Programming Initiative More Years Better Lives (JPI MYBL), European Innovation partnership (EIP-AHA), and ICPeMed. The activities of the partnership are structured around 4 thematic pillars that reflect its approach to transform health and care systems: Programme Management, Science and Innovation into Policy and Practice, Research and Innovation Funding, and Support Transferability and Strengthen Ecosystems.

As the figure below shows, the governance structure of the THCS partnership includes both a strategic and an operational level, linked by a coordination level.

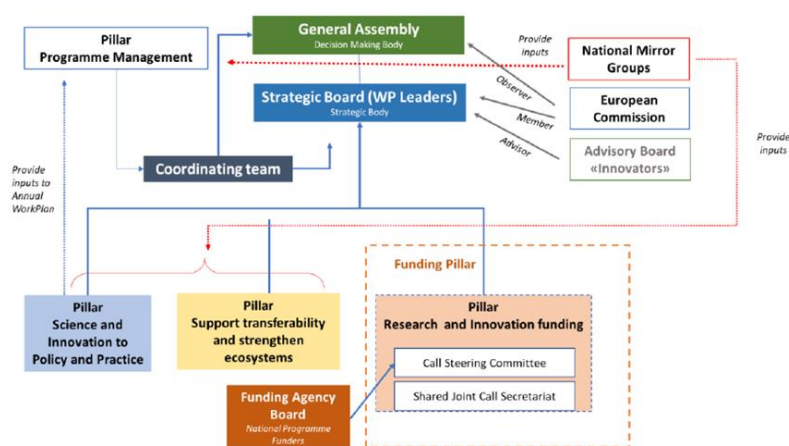


Figure courtesy of the THCS partnership

Figure 1. THCS governance structure

⁴ <https://www.thcspartnership.eu/>

THCS has five important governing bodies: the General Assembly, the Strategic Board, the Funding Agency Board, the Advisory Board “Innovators”, and the National Mirror Groups.

- The **General Assembly** is composed of representatives from all the parties involved and decides on key aspects of the partnership.
- The **Strategic Board** brings together all the WP leaders to make strategic decisions and proposals for the management of the partnership.
- The **Funding Agency Board** gathers all the Research and Innovation Funding Organisations involved in the partnership to decide on the topic of each Joint Transnational Call based on the priorities identified in the Strategic Research and Innovation Agenda (SRIA) and the Annual Work Plan.
- The **Advisory Board “Innovators”** is composed of experts and a representative group of stakeholders at European level that cover the entire health and care system demand side. It ensures that the partnership maintains a strong European and international dimension and is linked with key policies and networks at European and international level.
- The **National Mirror Groups** bring together decision makers, research and innovation funding bodies, stakeholders, and experts from the national/regional/local health and care and R&I systems. These groups ensure that the specificities of the health and care systems of the countries participating in the partnership are properly addressed in the activities. Each group is also encouraged to appoint a National Mirror Group Representative to build a long term THCS network for the exchange of information, expertise, and best practices.

2.2. ERA4Health

The **ERA4Health Partnership**⁵ brings together 33 partners and 27 funding organisations from 22 countries, with the common goal of fostering high-impact translational research to address public health needs. The partnership was launched in November 2022 and is coordinated by the Institute for Health Carlos III (Instituto de Salud Carlos III, ISCIII) located in Spain. ERA4Health benefits from previous joint initiatives such as the Joint Programming Initiative a Healthy Diet for a Healthy Life (JPI HDHL), the European Research Area Network on Cardiovascular Diseases (ERA-CVD), and EuroNanoMed (dedicated to the application of nanotechnology to medicine and healthcare).

⁵ <https://era4health.eu/>

As the THCS partnership, its governance structure includes both a strategic and an operational level, linked by a coordination-level.

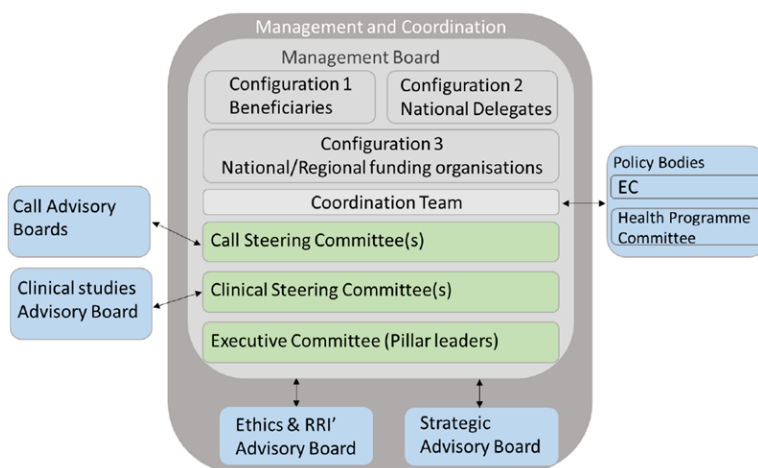


Figure courtesy of the ERA4Health partnership

Figure 2. ERA4Health governance structure

The organisational structure of the ERA4Health partnership comprises five main governing bodies: the Management Board, the Executive Committee, the Coordinator, the Call Steering Committee, and the Clinical Studies Committee.

- The **Management Board** is the ultimate decision-making body of the consortium. It decides about the strategy and major orientation of the partnership, priorities, and actions to be supported, membership, contractual issues, and allocation of implementation budget among the various activities and among partners. The plenary of the Management Board is composed by all the parties involved in the initiative. However, there are different configurations depending on the type of decisions to be made:
 - ✓ **Configuration 1:** All Beneficiaries (with reference to the Grant Agreement).
 - ✓ **Configuration 2:** National delegates for each country represented in partnership.
 - ✓ **Configuration 3:** Only Beneficiaries with a status of National/Regional funding organisations.
- The **Executive Committee** is composed of the Pillar and sub-Pillar leaders and acts as the supervisory body for the execution of the ERA4Health Work Programme. It reports to and is accountable to the Management Board.
- The **Coordinator** is supported by a **Coordination Team** to enable the effective implementation of the partnership activities.

- The **Call Steering Committee** is composed of the Funding Organisations participating in a given call and acts as a decision-making body for all decisions related to the implementation of a given call.
- The **Clinical Studies Steering Committee** is composed of the Funding Organisations participating in a given call for clinical studies and acts as a decision-making body for all decisions related to the implementation of a given call.

The governance structure of the partnership is also supported by different stakeholders, including the research and innovation community, patients and citizens, health and care professionals, formal and informal care organisations, innovation owners, policy makers, ethical experts, and representatives from other European Partnerships. These stakeholders participate in the activities of the partnership through the following bodies:

- The **Strategic Advisory Board** which brings together patient organizations, industry, European associations for aging or paediatric population, Health Technology Assessment representatives, etc., to provide a broad and strategic vision.
- The **Ethics & RRI Advisory Board** which is responsible for the ethics oversight of the programme and the evaluation of the ethical and RRI aspects of the selected projects for funding in the calls.
- The **Call Advisory Boards** which are formed by experts on a given research domain in which a call is developed. They provide advice on the aim of the call and can be involved in the evaluation process.
- The **Clinical Studies Boards** which are formed by experts on a given clinical domain in which a call is developed. They provide advice on the aim of the call and can be involved in the evaluation process.
- The **Policy bodies**, composed of the Health Programme Committee and the EC (DG RTD and DG SANTE), which provide strategic guidance on the partnership activities.

2.3. Partnership for the Assessment of Risks from Chemicals

The **Partnership for the Assessment of Risks from Chemicals (PARC)**⁶ was launched in May 2022 to develop next-generation chemical risk assessment to protect human health and the environment. It currently consists of 201 partners from 29 countries, including national and European health and safety agencies (the European Chemical Agency, the European Food Safety Authority, and the European Environment Agency) as well as research organisations. The partnership builds on the work undertaken as part of the European Joint Programme on Human Biomonitoring for Europe (HBM4EU) and is coordinated by the French Agency for Food, Environmental and Occupational Health and Safety (Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail, ANSES).

As the figure below illustrates, the governance structure of PARC⁷ is divided into four layers: 1) the Governing Board, 2) the consortium management bodies, 3) the coordination and exchange hubs, and 4) the advising bodies.

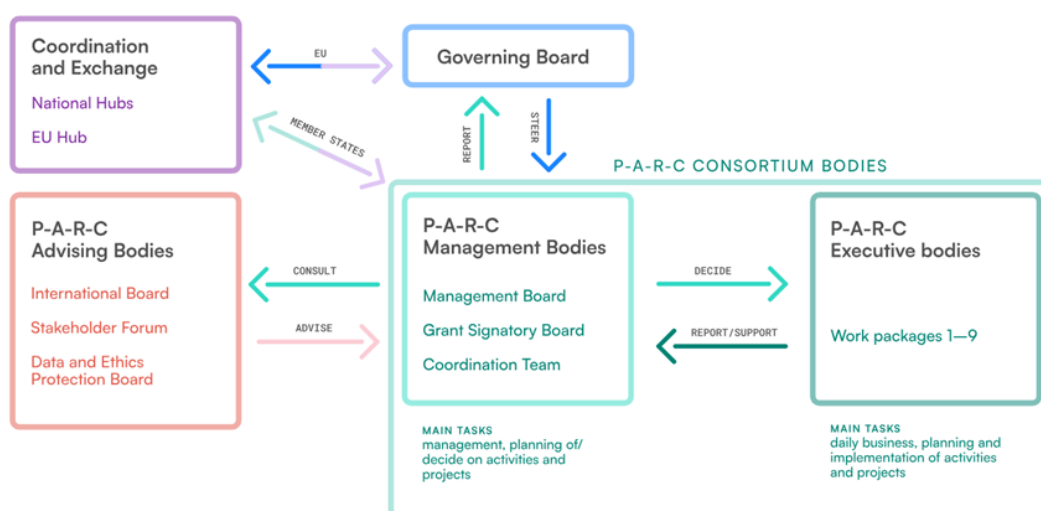


Figure 3. PARC governance structure

Source: <https://www.eu-parc.eu/about-us/governance>

- The **Governing Board** is the overarching body of the partnership and represents the national ministries or equivalent competent authorities of all participating countries (including, when applicable, countries of Associated Partners), and the relevant European Commission's Directorate Generals.

⁶ <https://www.eu-parc.eu/>

⁷ <https://www.eu-parc.eu/about-us/governance>

PARC Management Bodies

- The **Management Board**, composed of the Coordinator and the Work Package co leaders, is the operational body that supports the day-to-day implementation of the partnership.
- The **Grant Signatory Board** manages the contractual implementation of PARC both on the scientific and administrative levels. The GSB members are national or EU agencies in charge of chemical risk assessment or equivalents, e.g. national agencies dealing with chemicals aspects of environmental or health policies, which bring the network of scientists with whom they cooperate at national level into the partnership as Affiliated Entities.
- The **Coordinator** is responsible for the scientific and administrative management of the programme. It is supported by the Coordination Team for the administrative management and by the Deputy Coordinator and the Management Board for the scientific management.
- The **Executive Bodies** of the partnership, in charge of the day-to-day implementation of the activities and the projects, are represented by the 9 Work Packages.
 - WP1 “Partnership Management and Coordination”
 - WP2 “A common science-policy-agenda”
 - WP3 “Synergies, collaborations and awareness”
 - WP4 “Monitoring and exposure”
 - WP5 “Hazard assessment”
 - WP6 “Innovation in regulatory risk assessment”
 - WP7 “FAIR Data”
 - WP8 “Concepts and Toolboxes”
 - WP9 “Building infrastructural and human capacities”

Coordination and Exchange

- The **National Hubs** bring together relevant ministries, research entities and other stakeholders to encourage collaboration and ensure that the activities of the partnership are aligned with national activities. They are coordinated by the National Hub Co Coordinators ensuring that their needs are fed into the partnership.
- The **EU Hub** is composed of the EC DGs (ENV, GROW, RTD, SANTE, JRC) and the three European agencies (ECHA, EFSA, EEA) involved in PARC. It provides the opportunity to other EU organisations to follow the work progress of the partnership.

PARC Advising Bodies

- The **International Board** includes experts from other international chemical risk assessment platforms, scientific advisory boards and scientific societies, and experts in related EU and international institutions and activities. It contributes to the science-to policy dialogue, the identification of synergies and collaborations, contribution to open science, and new approaches.
- The **Data and Ethics Protection Board** supports the Governing Board, the Grant Signatory Board, and the Management Board, ensuring that PARC's actions take ethics and data protection concerns into account, and reviewing all related documents as well as established processes for the management of contractual and regulatory requirements. It is composed of PARC WP representatives and external ethics advisors.
- The **Stakeholder Forum** includes relevant NGOs, industry and business associations, employer and worker representative bodies, health professionals and consumer organisations.

The PARC partnership has also established SYNnet, a network to facilitate collaboration and knowledge sharing with other initiatives focusing on environmental, food, and human health issues and organizations working in the field of chemical risk assessment.

2.4. Clean Energy Transition Partnership

The **Clean Energy Transition Partnership (CETP)**⁸ aims to boost and accelerate the energy transition and support the implementation of the European Strategic Energy Technology Plan (SET Plan). It was launched in May 2022 and is formed by 65 partners from 30 different countries, coordinated by the Austrian Federal Ministry of Climate Action, Environment, Energy, Mobility, Innovation and Technology (Bundesministerium für Klimaschutz, Umwelt, Energie, Mobilität, Innovation und Technologie, BMK). CETP builds on 15 years of transnational cooperation in 9 energy relevant ERA-NETs: Accelerating CCS Technologies (ACT), Bioenergy Sustaining the Future (BESTF3), Concentrated Solar Power (CSP), Delivering Cost Reduction in Offshore Wind (DemoWind), GEOTHERMICA, Ocean Energy, Smart Energy Systems, Solar, and the Joint Programming Initiatives Urban Europe (JPI UE).

The activities of the partnership are structured around seven **Transitions Initiatives (TRIs)** dedicated to the RDI Challenges described in the Strategic Research and Innovation Agenda (SRIA).

⁸ <https://cetpartnership.eu/>

- TRI 1: Optimised integrated European net-zero emissions Energy System
- TRI 2: Enhanced zero emission Power Technologies
- TRI 3: Enabling Climate Neutrality with Storage Technologies, Renewable Fuels and CCU/CCS
- TRI 4: Efficient zero emission Heating and Cooling Solutions
- TRI 5: Integrated Regional Energy Systems
- TRI 6: Integrated Industrial Energy Systems
- TRI 7: Integration in the built Environment

The Transition Initiatives (TRIs) are the main acting bodies, the key players of the CETPartnership, organising target group-oriented stakeholder management and communication in the field, developing thematic modules for the annual joint calls, and implementing accompanying activities on knowledge management and maximising impact. Each of the TRIs is led by one CETP partner, known as TRI Lead and supported by a TRI Office.

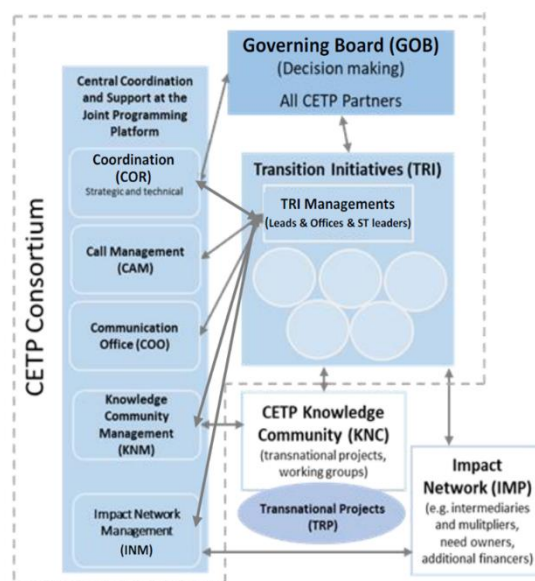


Figure courtesy of the CETPartnership

Figure 4. CETP governance structure

As Figure 4 shows, the decision-making body of the CETP partnership is the **Governing Board** which is formed by all CETPartnership partners. Different configurations are adopted depending on the type of decisions to be made:

- ✓ The **Governing Board Plenary** for decisions concerning the CETPartnership as a whole.

- ✓ The **Strategic Configuration** for strategic decisions concerning the SRIA and the strategic role of the CETPartnership in relation to European programs, particularly Horizon Europe, and other Horizon Europe partnerships.
- ✓ The **Operative Configuration** for operative decisions, concerning the planning of activities as well as budget and financing.
- ✓ The **Call Specific Configuration** for decisions related to a specific Joint Call (e.g. timelines, call topics and text, guidelines and rules for participation, final list of projects to be funded).
- ✓ The **Grant Agreement Specific Configuration** for decisions related to the Grant Agreement.

At an operational level, the **Coordinator**, together with the other coordinating bodies (Call Management, Communication Office, Knowledge Community Management, and Impact Network Management), takes care for a sound management and agile implementation of CETP. Each of the Coordination Bodies supports and coordinates the TRIs (Transition Initiatives) on a specific aspect of their activities following a matrix structure. The **Coordination Secretariat** supports the Coordinator when it comes to internal communication and provides technical support (Digital Collaboration Platform, communication tools, etc.).

Additional bodies and formats have been implemented to encourage collaboration, networking, and stakeholder engagement. The **Strategic Board** brings together member states RTDI policy makers, the SET-Plan Steering Group and the EC to provide strategic guidance to the activities of the partnership. The so-called “**interfaces**” to the SET-Plan Implementation Working Groups (IWGs) and other European partnerships and programmes also enable coordination and synergies with other initiatives in the field. The **Impact Network** is described as a sounding board to reflect on the partnership joint programming activities with intermediaries and multipliers, including need owners, potential buyers and implementers of solutions. Finally, the **CETP Knowledge Community** gathers all the funded projects to monitor their progress and provide strategic knowledge from their findings.

2.5. Driving Urban Transitions

Building on the achievements of the Joint Programming Initiative Urban Europe (JPI UE), the **Driving Urban Transitions (DUT) Partnership**⁹ was launched in January 2022 with the aim of strengthening urban transitions towards climate-neutral, inclusive, and sustainable urban areas. The partnership brings together 67 partners from 28 countries, coordinated by the Austrian Federal Ministry of Climate Action, Environment, Energy,

⁹ <https://dutpartnership.eu/>

Mobility, Innovation and Technology (Bundesministerium für Klimaschutz, Umwelt, Energie, Mobilität, Innovation und Technologie, BMK). The activities of the partnership are structured around three thematic priorities, also known as **Transition Pathways**:

- Circular Urban Economies (CUE)
- Positive Energy Districts (PED)
- 15-minute City (15mC)

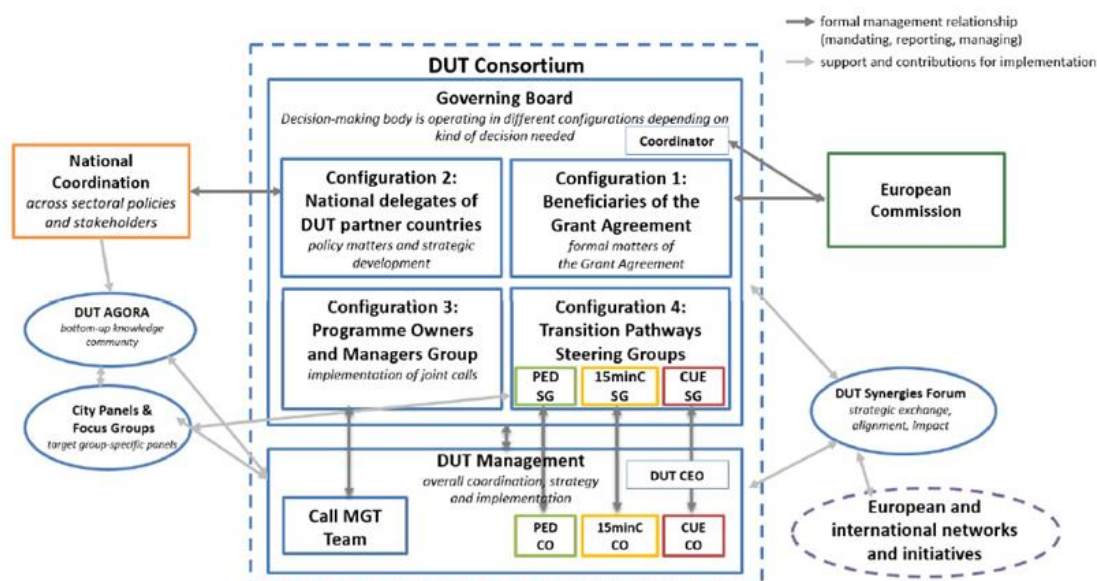


Figure 5. DUT governance structure

Source: <https://www.era-learn.eu/support-for-partnerships/governance-administration-legal-base/governance-structure-and-committees>

As the figure shows, the governance structure of the partnership comprises the following bodies:

- The **Coordinator**, which is supported by the Austrian Research Promotion Agency (FFG) in the management of the partnership.
- The **Governing Board** as the ultimate decision-making body of the Consortium. The plenary of the Governing Board is composed by all Parties, but some decisions are made in specific Configurations:
 - ✓ **Configuration 1:** Beneficiaries (with reference to the Grant Agreement).
 - ✓ **Configuration 2:** National delegates for each country represented in the DUT Partnership.
 - ✓ **Configuration 3:** Programme Owners and Managers Group (POM-Group) as the operational body to co-fund and implement Joint Calls and other joint

actions. For each Joint Call, those Members of the POM-Group who contribute to the funding constitute the Call specific Consortium (CSC) responsible for its implementation and administration.

- ✓ **Configuration 4:** A Transition Pathway (TP) Steering Group per Transition Pathway as the body to develop the strategies and implementation actions of their respective Transition Pathways, ensuring the framework on policy level to safeguard that the necessary call budgets are provided by the Funding Partners.
- The **DUT Management**, which includes the DUT CEO, the DUT Manager as well as the Transition Pathway Coordinators, is the operational body coordinating the partnership and the strategic and operational implementation of the programme.
- The **Call Management Team** which runs the implementation of the Joint Calls.
- The **DUT AGORA** which is a stakeholder platform where urban actors with diverse backgrounds can exchange their knowledge and experience and identify and discuss priorities on urban transformations.
- The **City Panels and Focus Groups** which bring together local authorities and municipalities, business and residents to co-develop challenge-driven and innovative solutions.
- The **DUT Synergies Forum** as a panel of neighbouring networks and initiatives to identify and exploit synergies and align strategies.

2.6. Biodiversa+

The **European Biodiversity Partnership (Biodiversa+)**¹⁰ was launched in October 2021 as part of the EU Biodiversity Strategy 2030 to contribute to the ambition that “by 2030, nature in Europe is back on a path of recovery, and that by 2050 people are living in harmony with Nature”. It currently gathers 81 partners from 40 countries, coordinated by the Belgian Federal Science Policy Office (Service Public Fédéral de Programmation Politique Scientifique, Belspo). Biodiversa+ builds on the achievements of the BiodivERsA network and the successful collaboration between partners of the projects MAES (Mapping and Assessment of the Ecosystems and their Services) and MOVE (From Case Studies to Anchor Projects –Setting the ground to advance MAES in Europe’s overseas).

¹⁰ <https://www.biodiversa.eu/>

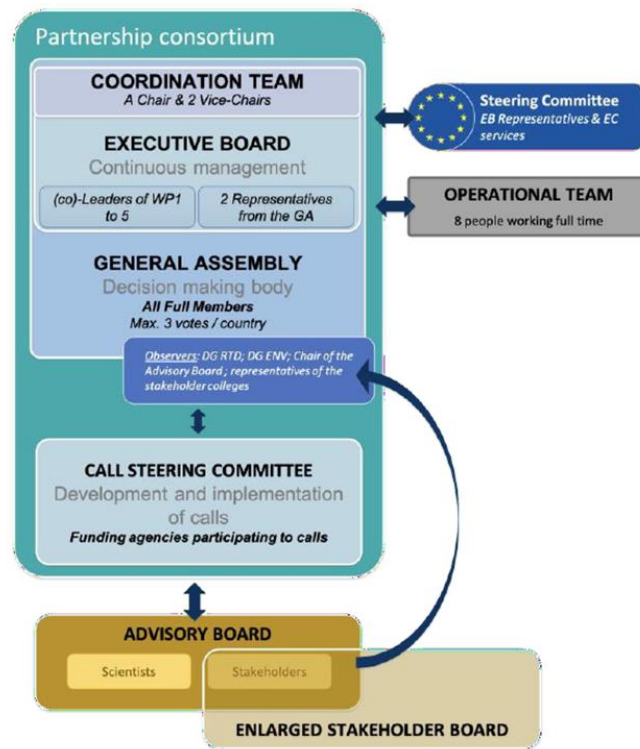


Figure courtesy of the Biodiversa+ partnership

Figure 6. Biodiversa+ governance structure

The governance structure of Biodiversa+¹¹ consists of a General Assembly, a Coordination Team, and Operational Team, and Executive Board, a Steering Committee, a Call Secretariat, a Call Steering Committee, an Advisory Board, and an Enlarged Stakeholder Board.

- The **General Assembly**, composed of representatives from the Biodiversa+ members, is the formal decision-making body for the overall strategy and the priorities of the partnership.
- The **Coordination Team** includes a Chair (which corresponds with the Coordinator, BELSPO) and two Vice Chairs (representatives of FORMAS and DLR-PT), elected by the General Assembly to serve for three and a half years. It guides the partnership's strategic development and is responsible for monitoring its activities, taking action to ensure goal achievement, representing it, and engaging and developing strategic relations with relevant organisations.
- The **Operational Team**, led by the Chief Executive Officer, ensures the operational management, oversight, and implementation of the partnership's operations, carrying out certain of them when appropriate, and usually assisting partners in doing so. It encourages effective information sharing between

11

partners, facilitates the planning of meetings and workshops, compiles all outputs produced, and actively participates in the Biodiversa+ e-platform (communication and outreach). The team is currently composed of 11 officers:

- Chief Executive Officer
 - Senior officer for science-society and science-policy interfacing
 - Stakeholder engagement assistant officer
 - Project officer for biodiversity monitoring and science-policy interfacing
 - Project officer for nature-based solutions, biodiversity valuation and internationalization
 - Scientific project manager in charge of the implementation of joint calls
 - Scientific project officer – Development and promotion of joint calls and inclusive research
 - Assistant for the administrative and financial management of Biodiversa+
 - Biodiversa+ communication officer
 - BiodivScen, BiodivClim and BiodivRestore programmes officer
 - Programme officer of the IPBES TSU on Knowledge and Data
- The **Executive Board** is the operational management body including the Coordination Team, the Work Package leaders, and two members of the Biodiversa+ General Assembly elected for three and a half years. It has a key role between meetings of the General Assembly. It assesses the progress of work, ensures quality control, and regularly monitors the good implementation of General Assembly decisions.
 - The **Steering Committee** brings together the Executive Board and European Commission representatives (DG RTD, DG ENV, REA, JRC, DG INTPA, EEA). It is the liaison group between Biodiversa+ and relevant European Commission services, ensuring the information flux, and collecting advice and suggestions from the EC on possible adjustments of the partnership's activities as needed.
 - The **Call Secretariat** is the body in charge of preparing, coordinating, and following up the Joint Call processes, both electronically and physically, in close cooperation with the Call Steering Committee.
 - A **Call Steering Committee** is set up for each Joint Call, gathering one representative per organisation financially contributing to the joint call and in charge of the development and implementation of the call. A separate status has been created, named **Call Associate Funders**, to allow public and private organisations (profit and non profit) to co-fund research without being a full member of the consortium.
 - The **Advisory Board** is composed of 6 scientific members appointed by the General Assembly and 6 stakeholder members elected by their respective college within the Enlarge Stakeholder Board, ensuring that a broad range of

views, academic and non academic, are carefully accounted for. The role of the Advisory Board is to advise on the design and implementation of the strategy, work plan and activities of Biodiversa+, of the major Biodiversa+ products, reviews outputs and impacts of the partnership, and suggests ways of improvement and development. It also contributes to the dissemination of information related to Biodiversa+ between relevant scientific bodies and stakeholders.

- The engagement of stakeholders in Biodiversa+'s activities is centralised around the **Enlarged Stakeholder Board**, which brings together a diversity of stakeholder organisations in the field of biodiversity, ecosystem services and Nature-based Solutions research and innovation. Currently, its 50 members are divided into 6 different colleges:
 - Boundary organisations (science/policy)
 - Economic and industrial activities (including representatives from private companies and industries from the main economic sectors concerned by biodiversity issues)
 - European policymakers or advisors. Including European Commission representatives from different DGs (DG R&I and DG ENV will be included), members of the European Parliament, etc.
 - Habitats, species and nature conservation. Including major initiatives in the field of conservation and protection of biodiversity
 - Relations with the Public. Including organisations dealing with citizen science, science, media, popularisation for the general public, etc.
 - Wild and domestic genetic resources.

2.7. Sustainable Blue Economy

The aim of the **Sustainable Blue Economy Partnership (SBEP)**¹² is to design, steer, and support a just and inclusive transition to a regenerative, resilient, and sustainable blue economy. Launched in September 2022, it is formed by 60 partners from 25 countries, coordinated by the Italian Ministry of University and Research (Ministero dell'università e della ricerca). The partnership builds on well-established initiatives, such as the JPI Oceans, and takes into consideration the R&I agendas of the sea basins (Mediterranean, Black Sea, Baltic and North Sea) and the Atlantic Ocean networks.

¹² <https://bluepartnership.eu/>

As illustrated in the figure below, the governance structure of the partnership has two tiers: a strategic tier (SBEP Governance) and an operational tier (SBEP Activities).

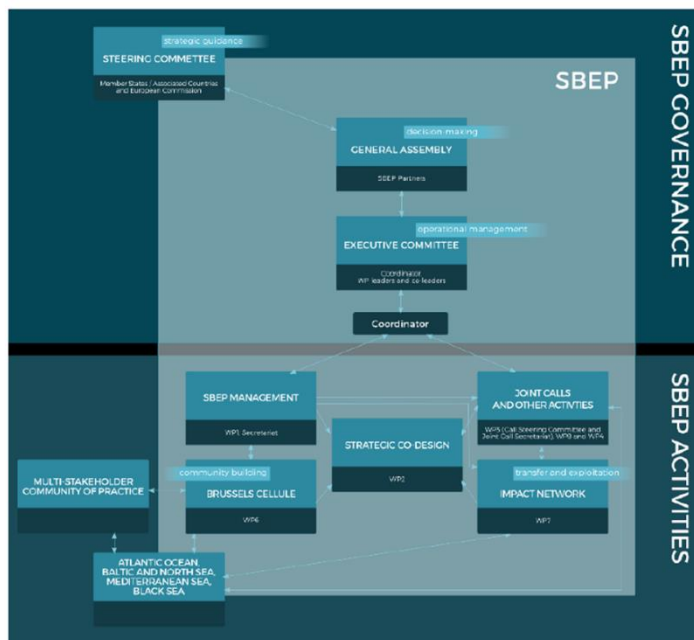


Figure courtesy of the SBEP Partnership

Figure 7. SBEP governance structure

The governance structure of the partnership comprises the following Consortium bodies:

- The **General Assembly** as the ultimate decision-making body of the Consortium.
- The **Executive Committee** as the operational body for the execution of the partnership, assisting the other Consortium Bodies for the timely organisation and implementation of their activities.
- The **Steering Committee (SC)** as the body where the Coordinator, the representatives of Member States and Associated Countries, and the EC services sit. They provide strategic guidance to implement and to align R&I programmes at the national, regional, and international level, discussing the partnership strategy and the related implementation roadmap.

In addition, the following supporting structures ensure the appropriate functioning of the governance and the proper implementation of the partnership activities:

- The **SBEP Secretariat**, supporting effective partnership coordination, management and monitoring and closely support the whole partnership strategic process.

- The **Brussels Cellule**, supporting the Coordinator and the SBEP Secretariat in strategically liaising with sea-basins/Atlantic initiatives, other EU projects/programmes, and supranational organisations, to ultimately build the community.
- The **Work Package, Task and Sub-task leaders** as the parties responsible for planning, monitoring, and reporting the work within their Work package, Task and Sub task.
- The **Call Steering Committee** as the body composed of the Participating Funding Organisations in a given Joint Call and which acts as a decision-making body for all decisions related to its technical implementation.
- The **Joint Call Secretariat** established at the beginning of the partnership, and adjusted if needed for each Joint Call, assists in coordinating the Joint Call procedures, ensuring the overall management according to the rules defined in the relevant Memorandum of Understanding (MoU). It handles applications and acts as a central permanent helpdesk to the applicants.
- The **Multi-stakeholder Community of Practice**, ensures that blue-economy stakeholders consisting of actors from business, politics, society, cross-disciplinary research fields, philanthropy, and finance, are engaged in the co-design activities. Attention is given to balanced geographic, sectoral, career-stage and gender representation.

2.8. Water4All

The **Water4All Partnership**¹³ aims at enabling water security for all on the long term through boosting systemic transformations and changes across the entire research – water innovation pipeline, fostering the matchmaking between problem owners and solution providers. It started in June 2022 and gathers 81 partners from 31 countries, coordinated by the French National Research Agency (Agence Nationale de la Recherche, ANR). It builds on the work of the previous Water Joint Programming Initiative (Water JPI).

As Figure 8 illustrates, the Water4All governance structure¹⁴ is formed by the Governing Board, the Executive Board, the Advisory Boards, the Partnership Coordination Team, the Activity Steering Committees, the Observing Partners Board, and the Ethics and Deontology Board.

¹³ <https://www.water4all-partnership.eu/>

¹⁴ <https://www.water4all-partnership.eu/governance-structure>

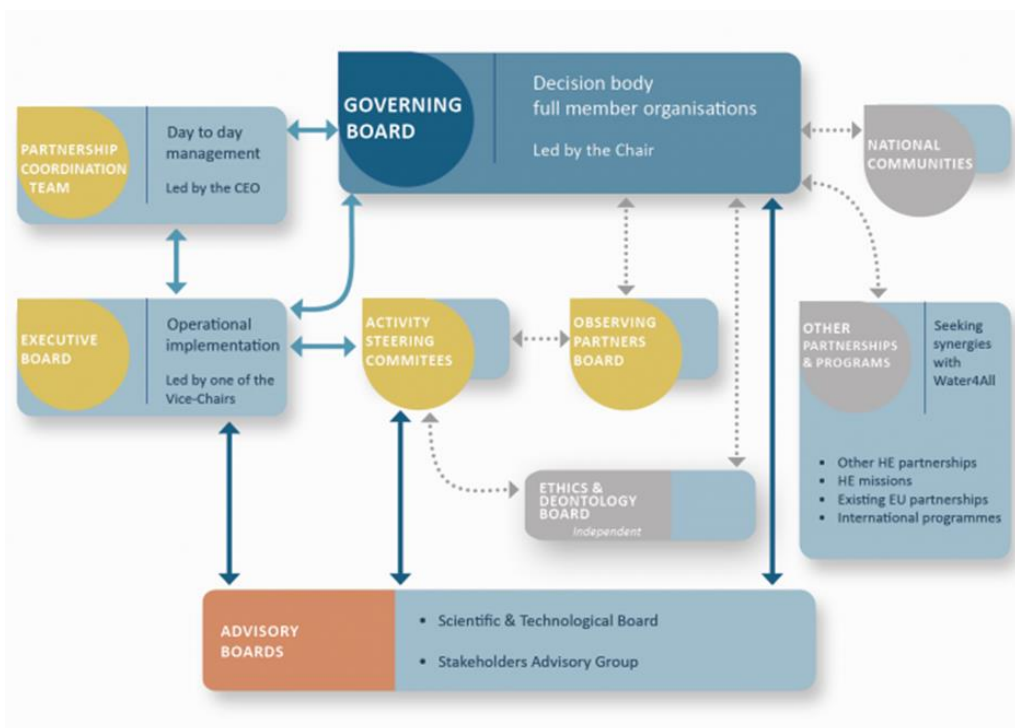


Figure 8. Water4All governance structure

Source: <https://www.water4all-partnership.eu/governance-structure>

- The **Governing Board** is composed of the Chair, the Vice-Chairs, and Water4All members. The European Commission participates in the Governing Board meetings acting as non-voting member. One Chair and up to two one Vice-Chairs are elected by the Governing Board according to its ordinary voting rules for a two-year period.
- The **Executive Board** is composed of natural persons and chaired by one of the Water4All Vice -Chairs. Participants holding a vote in the Executive Board are limited to the Chair, the Vice-Chairs, a representative of the Partnership Coordination Team, and a representative of each of the technical Pillars Leader or Co-Leader (Pillars A-E). Additional natural persons might be invited to the Executive Board without voting right: the Partnership's CEO, one EC representative, two additional Governing Board members mandated by the Governing Board, and one representative of the Water JPI.
- The **Advisory Boards** give advice to the Water4All Governing Board, the Executive Board and the Activity Steering Committees on specific issues as requested. Two independent bodies, the **Scientific and Technological Board** and the **Stakeholder Advisory Group** perform these tasks. In order to contain

global costs, the Advisory Boards are shared with the Water JPI, which can consult them on specific issues according to its own needs.

- The **Partnership Coordination Team** organises the day-to-day management of Water4All and implements the tasks assigned to it by the Governing Board and the Executive Board, reporting to both of them.
- The **Chief Executive Officer (CEO)** is appointed by the Coordinator, the legal entity in charge of the coordination of the partnership. He/she acts as the representative of the Coordinator for all activities specifically related to the role of Coordinator. The **Secretariat** provides technical support to the Chair, Vice-Chairs, CEO, and Governance Bodies, taking care of the administrative implementation of the Partnership.
- The **Activity Steering Committees** are the decision-making bodies responsible for the implementation of specific activities of the partnership (e.g., Call Steering Committee). Each Activity Steering Committee is composed of mandated representatives of the partners participating in the ad-hoc activity.
- The **Observing Partners Board** gathers a range of partners interested in following the development of the Partnership, and even in participating in some actions on a voluntary basis, without EC funding and related contractual commitment towards the EC.
- The **Ethics and Deontology Board** is an independent body that gives advice to the partnership governance bodies on specific issues as requested. Its main role is to support the partnership in the application of the ethical and deontology principles by the consortium and by its funded projects.

3. Trends and lessons learned

Table 1 summarises how current European Co-funded partnerships in Pillar 2 have integrated the key core and collaboration governance functions described in the ERA-LEARN General Model of Partnership Governance Functions into their own bodies and mechanisms. An overview of the main trends and patterns observed and the lessons learned is provided below.

Governance Functions	C1 Health			C5 Climate, Energy and Mobility		C6 Food, bioeconomy, natural resources, agriculture and environment		
	THCS	ERA4Health	PARC	CETP	DUT	Biodiversa+	SBEP	Water4All
Strategic planning and decision making	General Assembly	Management Board	Governing Board	Governing Board	Governing Board	General Assembly	General Assembly	Governing Board
Consortium coordination and management	Coordinator, Coordination Team Strategic Board	Coordinator Coordination Team Executive Committee	Coordination Team Management Board Grant Signatory Board Executive Bodies (WPs)	Coordinator Call Management Communication Office Knowledge Community Impact Network	Coordinator DUT Management (DUT CEO, DUT Manager, TPs Coordinators)	Coordination Team Operational Team Executive Board	Coordinator SBEP Secretariat Executive Committee	Coordinator Coordination Team Executive Board
Call management	Funding Agency Board Joint Call Secretariat Call Steering Committee	Call Steering Committee(s) Clinical Studies Steering Committee(s)	[No open calls]	Call Management Body	Call Management Team Call-specific Consortium	Call Secretariat Call Steering Committee(s)	Joint Call Secretariat Call Steering Committee	Call Secretariat Activity Steering Committee
Cooperation with responsible EC unit and executive agency	Coordinator	Coordinator	Coordinator	Coordinator	Coordinator	Coordination Team	Coordinator	Coordinator
Alignment with national and regional activities	National Mirror Groups	Configuration 2: National delegates for each country	National Hubs	Strategic Board	National Coordination		Steering Committee	National Communities
Partnership impact monitoring	Coordination Team	Coordination Team	Coordination Team	Coordination bodies	DUT Management	Coordination and Operational Team	SBEP Secretariat	Coordination Team

CORE GOVERNANCE

	Stakeholder advice	Advisory Board "Innovators"	Strategic Advisory Board Ethics and RRI Advisory Board Call Advisory Boards Clinical Studies Boards	International Board Data and Ethics Protection Board	Impact Network	DUT Agora City Panels Focus Groups	Advisory Board	Steering Committee	Scientific and Technological Board Stakeholders Advisory Group Ethics & Deontology Board Observing Partners Board
	Compliance	Coordination Team	Coordination Team	Coordination Team	Coordination bodies	DUT Management	Coordination and Operational Team	SBEP Secretariat	Coordination Team
COLLABORATION GOVERNANCE	Stakeholder engagement	Advisory Board "Innovators" National Mirror Groups		Stakeholder Forum	Impact Network	DUT Agora City Panels Focus Groups	Enlarged Stakeholder Board	Multi-stakeholder Community of Practice	Water Oriented Living Labs
	EC involvement	Strategic Board General Assembly		Governing Board EU Hub	Strategic Board	Governing Board	Steering Committee	Steering Committee	Governing Board
	Coordination with other European initiatives		Synergies Working Group	International Board SYNnet	Interfaces and Alignment	Synergies Forum		Brussels Cellule	
	International cooperation			International Board SYNnet		Synergies Forum		Brussels Cellule	

Table 1. Governance functions and bodies of European Co-funded Partnerships in Pillar 2

3.1. Strategic planning and decision making

The strategic planning and decision-making function involves highest level decisions on strategic matters and budget allocations as well as annual work plans and membership issues, ensuring the effective operation and deployment of activities and achieving the partnership's objectives.

All the partnerships examined are governed by an ultimate decision-making body (Governing Board, General Assembly, or Management Board) in which all the consortium partners sit. However, in some partnerships such as CETP, ERA4Health, and DUT, it adopts different configurations according to the type of issue being discussed and decided upon. For example, the Governing Board of CETP adopts four configurations: (C1) strategic configuration, (C2) operative configuration, (C3) call specific configuration, and (C4) Grant Agreement specific configuration. The Management Board of ERA4Health operates in three different configurations depending on the type of partners involved: (C1) all beneficiaries of the GA, (C2) national delegates, and (C3) national and regional funding organisations which are beneficiaries of the GA. According to the partnership representative, establishing the voting rules of the different configurations was one of the main challenges in the design of its governance structure because partners have different roles (policymakers, funders, and not-for profit intergovernmental organisations and foundations) and there are several partners from the same country. The Governing Board of DUT adds a fourth configuration with a thematic focus: (C1) all beneficiaries of the GA, (C2) national delegates, (C3) programme owners and managers group in charge of joint calls and joint actions, and (C4) Transition Pathways steering groups that decide on the development and implementation of the partnership's priorities. As its representative explained during the interview, these configurations help to provide a clearer mandate and role to the different partners according to their orientation.

3.2. Consortium coordination and management

The consortium coordination and management function ensures the effective implementation of the strategic decisions and the partnership activities. It involves reporting to the European Commission and the highest decision-making body of the partnership, highlighting topics and issues to be addressed in the partnership agenda, managing the thematic focus of the partnership activities, supporting partners in budgetary and administrative matters and in fostering cross cutting discussions and synergies between activities.

The day-to-day operational implementation of the partnership activities in the initiatives examined is carried out by a coordinator or coordinating entity, which is


supported by a coordination team (also called Management Team, Operational Team, or Partnership Secretariat), and an executive body (Executive Board, Executive Committee, Strategic Board or Management Board) where all the “real discussions take place”, as accurately described by one of the interviewees. Some initiatives have appointed a Chief Executive Officer (CEO) to represent the coordinator. Others have established additional coordination bodies. For example, the CETP coordination team is supported by four different bodies: Call Management, Communication Office, Knowledge Community Management, and Impact Network Management. PARC also includes a Grant Signatory Board in charge of the contractual implementation of the partnership on the scientific and administrative levels.

As explained in the interviews, the selection of the coordinating entities was mainly based on previous experience leading similar cooperation initiatives. However, European partnerships are a new funding instrument and the coordination and management teams of the initiatives examined had to deal with the lack of knowledge and appropriate tools.

Given the large number and heterogeneity of the partners involved, the Co-funded Partnerships examined are often referred to as “monsters” by their representatives. Their coordination and management entails a higher degree of complexity and a heavier workload and financial and administrative burden than previous initiatives, such as ERA-NETs or JPIs. The officers interviewed pointed out that it is important for the leading entity not to concentrate all the management tasks and functions and be able to share and delegate some of them by deploying WP and task leadership and responsibilities across the different partner organisations. Finding the right leaders is thus key for an effective implementation of the partnership and the so-called “Programme Dialogues” organised by CETP during its preparation phase are an example of good practice in this respect. All participating funding agencies were invited to showcase their major achievements and methodologies in previous ERA-NETs and national programmes during the “Programme Dialogues” in order to choose the most qualified task leaders.

Keeping geographical and gender balance among the leadership positions is also important. The co-leadership strategy implemented by SBEP provides one of the best examples of country representation within the partnership's governance structure. Each WP is co-led by two different countries covering northern, southern, eastern, and western Europe.

The experience of the Biodiversa+ and Water4All representatives also suggests that these intermediate leadership positions should be a full-time job to assure long-term continuity and organisations should be prepared to effectively transfer their skills and deal with turnover. The lack of human resources and their limited commitment is indeed one of the main challenges for the initiatives examined, which has led



ERA4Health and Biodiversa+ to reinforce their coordination teams with new personnel. The phasing out strategy of the partnership in connection to recruitment is also a key issue to take into account for the latter.

Other strategies to offload responsibilities and be more efficient have been adopted by Biodiversa+ and Water4All. In the former, the roles of Chair and Coordinator were initially attributed to the same person, which was an important burden in terms of workload and financial resource. Decoupling these two roles for the second phase of the partnership was therefore necessary to encourage the nomination of new candidates. It was also agreed to have at least three people in the Chair's team and that their tasks should be limited to strategic and external responsibilities. A co-ordination model is also being explored. In a similar fashion, each body of the Water4All governance structure is led by a different person. While the Chair is the President of the Board, the Vice-Chair is in charge of the Executive Board.

The high number and diversity of partners also makes it difficult for all of them to play an active role in the partnership and get to know each other. From the management point of view, the officers interviewed consider that involving all partners efficiently in the partnership activities is essential for a successful implementation, which might be harder in the case of non-funding organisations. Biodiversa+ provides a good example in this respect. The partnership is structured around two main Pillars, one dedicated to the Call Management, involving funding agencies, and another dedicated to Biodiversity Monitoring, involving ministries, environmental protection agencies, RPOs and other third parties too. The Water4All representative remarked the need to listen to the different partners' needs, schedule bilateral meetings and reallocate the budget during the mid-term reporting if necessary. The thematic configurations of CETP (Transitions Initiatives) and DUT (Transition Pathways) also facilitate a stronger mobilization of partners because it allows them to focus and actively engage with their own interests. According to the interviewees, maintaining face-to-face contact at least once a year through meetings, conferences and workshops is also very important to keep all the partners involved, despite the difficulties of organising an event for such a large number of attendees and the reluctance of some of organisations to travel.

Distributing the budget between the calls and the other activities was another challenge for the Co-funded partnerships examined. Two main issues were carefully addressed by the consortia: (1) how much EU co-funding is used for each activity, and (2) the funding rate for each co funded activity.

In general, the representatives of the initiatives agree that the coordination and management of a partnership is a learning process and strategies and tools should be adapted along the way. In this regard the representative of SBEP highlights the importance of the risks and mitigation measures described in the partnership proposal to address any necessary corrections.

3.3. Call management

The call management function deals with the preparation, promotion, and implementation of calls, including identifying and formulating call topics, acting as contact point, organising the administrative related tasks and the evaluation, and monitoring the state of the call and the projects. There are two main bodies involved in this function in the partnerships examined: 1) the Joint Call Secretariat or Call Management body/team, which usually consists of one or two funding organisations, and 2) the Call Steering Committee, formed by all the fundings organisations participating in a certain call. The governance structure of the THCS partnership also includes a specific Funding Agency Board that decides on the topic of each joint transnational call based of the priorities of the SRIA and the Annual Work Plan. As mentioned before, the ERA4health and the DUT partnerships have created specific configurations for funding organisations within their governing boards that play a similar role.

Co-funded Partnerships are expected to launch one call per year. To reduce the administrative burden and facilitate the call management, some of the initiatives, such as Biodiversa+, Water4All and SBEP, have successfully implemented rotating and shared Secretariats, which have also encouraged the transfer of skills and the exchange of experiences and best practices between the participating funding organisations.

To ensure a wide participation in the funding schemes, the first calls for proposals of Biodiversa+ were general in scope and the partnership is now developing more targeted ones. Oversubscription is however one of the main challenges when it comes to the management of the calls. A minimum commitment is required to participating countries by some of the initiatives so at least one or two projects can be funded.

3.4. Cooperation with responsible EC unit and executive agency

The cooperation with the EC representatives and executive agencies ensures that administrative matters and contractual aspects like reporting or fulfilment of the EC requirements are addressed appropriately. This function is in the hands of the coordinating entities of all the partnerships and facilitated by their extensive experience in previous initiatives and the knowledge gained on the EC protocols and procedures, as remarked by one of the officers during the interview.

3.5. Alignment with national and regional activities

The alignment with national and regional activities ensures that the activities, strategies, and needs of the countries are considered in the partnership, increasing its impact, and encouraging the uptake of results.

Member States sit in the governing bodies of the Co-funded partnerships examined, benefiting from specific configurations to address national interests and needs in two of the initiatives: ERA4Health and DUT. The latter has developed a strong national coordination mechanism across sectoral policies and stakeholders that allows cities, local communities, and businesses to be represented in the policy orientation and strategic development of the partnership. The Steering Committee of SBEP is also an effective mechanism to align European and national priorities. The Steering Committee is an external advisory body of the partnership in which the EC representatives and up to four delegates from each partner country sit and speak with one voice, encouraging national coordination and unified standpoints. A similar role is played by the CETP Strategic Board in which the member states RTDI policy makers, the SET-Plan Steering Group and the EC coordinate their actions.

National Mirror Groups, National Hubs, or National Communities are also encouraged by most partnerships. Countries are allowed to set them up according to their own needs, but the lack of common rules and procedures might also hinder their efficiency. National Mirror Groups are particularly important for the THCS partnership, as they ensure that the specificities of the health and care systems of the participating countries are properly addressed in the activities. What is more, THCS aims to build a long-term network of National Mirror Groups Representatives for the exchange of information, expertise, and best practices.

ERA4Health does not have a specific body or mechanism within its governance structure to align national and regional activities but organises an Annual Workshop¹⁵ for the search of synergies and alignment with national and regional priorities. Policy actors at the national, regional, and local level are also invited to participate in public consults for the selection of call topics.

Engaging with regional and local authorities is an important challenge for most partnerships, as some representatives explained during the interviews. Initiatives might follow the example of the DUT partnership, which has successfully engaged with cities and regional authorities through a specific advisory body. The use of Cohesion Policy Funds is also difficult for the partnerships. As one of the officers pointed out, there are two main limitations: 1) most of these funds have already been mobilized for other

¹⁵ <https://ERA4Health.eu/event/1st-international-annual-workshop-for-the-search-of-synergies-of-the-partnership-ERA4Health/>

activities by the regions, and 2) the regions are not interested in the calls and the additional activities in which they can participate must have a clear added value for them, as they need to be sure that the money goes back to their regional actors. To support and encourage the use of Cohesion Policy funds, SBEP has organised several activities, including webinars where countries that have managed to implement such synergies showcased their best practices. However no regional funds have been leveraged so far.

3.6. Partnership impact monitoring

The partnership impact monitoring function entails the development of appropriate indicators and methods to track the progress of the partnership towards its objectives and impact in line with the new Horizon Europe monitoring framework and its Key Impact Pathways and Key Performance Indicators. All the initiatives examined have dedicated monitoring activities that are typically designed and supervised by the teams and units in charge of the consortium coordination and managements. There are no specific bodies to carry out this function within the governance structure.

3.7. Stakeholder advice

The stakeholder advice provides guidance and strategic direction for the priorities and activities of the partnership by collecting views and feedback from the scientific community as well as stakeholder representatives. The advisory function is carried out by different bodies across the Co-funded partnerships examined. Some initiatives, such as THSC and Biodiversa+, have a single advisory board that brings together scientific experts and stakeholders. Other initiatives have also set up specialised advising bodies in their governance structure with a particular focus on ethical issues. For example, ERA4health has a Strategic Advisory Board, an Ethics and RRI Advisory Board, a Call Advisory Board, and a Clinical Studies Board. The structure of Water4All includes a Scientific and Technological Board, a Stakeholders Advisory Group, an Ethics and Deontology Board and an Observing Partners Board with a consultative role. PARC has also an International Board and a Data and Ethics Protection Board. The main advisory body of SBEP is the Steering Committee that brings together the EC and national representatives of different sectors. In this case, scientific experts are nominated by the countries according to the different activities and needs of the partnership. In the DUT partnership the stakeholder advice and engagement functions are carried out through the DUT Agora and the City Panels and Focus Groups, which follow a bottom-up approach and facilitates co-creation. Similarly, the stakeholder functions are implemented through the CETP's Impact Network.

3.8. Compliance

The compliance function ensures that potential conflicts of interests are identified and appropriate mechanisms to avoid them are implemented. Both members of the partnership and external advisors and experts, such as call evaluators, might have a conflict of interests with the design and implementation of the joint activities. Declarations are often used for this purpose. Tailored templates are usually developed and maintained by the coordination and management teams and units of the partnerships.

Furthermore, some Co-funded Partnerships include research performing organisations as well as research funding organisations as beneficiaries of the GA and firewall measures are required. Pillars and work packages dedicated to the launch, implementation and follow up of the joint calls are usually firewalled, involving only funding organisations. In addition, research performing organisations cannot participate in any call-related discussions during the meetings of the different governing bodies either. Having specific configurations in the governing bodies, such as CETP's Call Specific Configuration, DUT's Programme Owners and Managers and ERA4Health's National/Regional funding organisations, facilitates this task.

In some partnerships, such as Water4All, research performing organisations can apply for funding as long as the applicants are not part of the same team involved in the partnership activities and information is not shared between them. In other initiatives, such as CETP, beneficiary research performing organisations are not allowed to participate in the joint calls. Developing effective measures is not easy for the initiatives as they are not always fully equipped to monitor their full implementation. Some organisations act as both funding and research performing organisations and it is very difficult for the partnerships to make sure that these partners set internal firewalls when participating in a given call. A declaration is usually signed but there is no way for partnerships to follow up on this issue. In Biodiversa+, funding organisations are not allowed to fund researchers of their own institution and the PIC is used to control their participation in the calls.

3.9. Stakeholder engagement

The stakeholder engagement function comprises the involvement of user and stakeholder groups as well as the scientific community in order to address both academic and practical interests and needs through co-creation approaches. One of the best examples of a stakeholder involvement platform is the DUT Agora, which builds upon the structures and experiences of the bottom-up approach previously developed in the JPI Urban Europe. The "Agora dialogues" are interactive events, open to all the stakeholder communities, where they can discuss call priorities, reflect

on the challenges for urban transitions, or debate on research results. According to the DUT representative, the low-threshold and the flexibility to participate in the events are very much appreciated and have contributed to its success.

SBEP has also developed “communities of practice” to stimulate the co-design approach through different activities such as webinars or workshops. As its representative explained during the interview, it is very important for the partnership that stakeholder engagement is carried out “on a fit for purpose basis” to avoid duplication of efforts, since there are already many platforms and activities at the Commission level addressed to the same stakeholder community. Other interesting examples of stakeholder engagement are the Water Oriented Living Labs of the Water4All partnership, that bring together policymakers, innovators and citizens; and the Impact Network implemented by CETP to engage with need owners, potential buyers and implementers of solutions.

3.10. EC Involvement (strategic and policy)

The EC involvement function ensures that the partnership meets EC policy objectives by creating an interface between the partnership and the relevant EC DGs. The EC is invited to participate in the meetings of the governing and executive bodies of most of the initiatives. Its representatives also sit in the Steering Committees of Biodiversa+ and SBEP, and the Strategic Board of CETP, to provide strategic guidance. According to one of the interviewees, the involvement of different services of the EC can be challenging for the partnerships as they are sometimes expected to carry out opposing actions or recommendations and recurring discussions take place to clarify what shall be done or not. Also, the participation of the EC in the preparation of the call texts might be limiting in terms of topic choice.

3.11. Coordination with other European partnerships, missions, and R&I initiatives

The coordination function seeks to build relationships, exchange learnings and foster synergies with other European partnerships, missions, and R&I initiatives. Existing Co-funded partnerships are developing cooperation strategies through different mechanisms. Partnerships meet regularly in different outlets to exchange their experiences. However, according to one of the officers interviewed, the scientific coordination between the initiatives at the cluster level could be improved in order to avoid their overlap. In this regard, Biodiversa+ is trying to keep the same timetable for the calls and announcing their themes well in advance, but more formal monitoring mechanisms at the EC level could be developed.

Some initiatives have set up dedicated bodies to facilitate the interaction with other initiatives. For instance, the Brussels Cellule office of SBEP supports the coordinator and the Secretariat in strategically liaising with the Sea Basins and Atlantic Ocean initiatives, the European Mission Restore our Ocean and Waters, and other European R&I projects and programmes. The DUT Synergies Forum is also a good example of dedicated format to engage with neighbouring initiatives. CETP has also implemented an effective “interfaces and alignment” mechanism to coordinate with the SET-Plan IWGs and other European initiatives and programs.

Some of the partnerships examined also build on previous Joint Programming Initiatives (JPIs) that are still active. The cooperation between the Co-funded partnerships and the JPIs takes different forms. The same countries are usually present in both, but they serve different purposes. The JPI Oceans is one of the partners of SBEP. It is one of the WP leaders on communication and the Brussels Cellule office is hosted at its premises. The Water JPI and the Water4All partnership share the Advisory Board. The Water JPI is also sitting on the Observing Partners Board, and the Chair of the JPI sits on the Executive Board of the new partnership. ERA4Health was built on several initiatives, including the JPI Healthy Diet, Healthy Life (HDHL), which is currently involved in the Synergies Working Group of the partnership and consulted during the call topic selection to avoid overlapping.

3.12. International cooperation: Cooperation with international programmes and funders

The international cooperation function involves building and strengthening international networks and improving overall capacity for collective action and to operate jointly. The Co funded partnerships examined are developing their internationalization strategies and collaborating with Associated Countries and non-EU countries as well. The coordination team is usually in charge of reaching third countries and international organisations, but in some cases this function is supported by other bodies, such as the Brussels Cellule office of SBEP, the Synergies Forum of DUT, and the International Board of PARC. As some of the officers interviewed noticed, non-EU countries cannot receive EU funding which might constrain their participation as they need an appropriate and substantial budget to enter the partnership and avoid oversubscription in the joint calls.

Conclusion

The governance models of all the Co-funded partnerships examined build on the experience gained in previous joint initiatives, such as ERA-NETs or JPIs. The future Alliance for Research on Cultural Heritage in Europe will also benefit from the structures and the lessons learned in the JPI CH over the last decade. As the Figure 9 below illustrates, the governance of the JPI CH relies on a three-tier structure composed of a Chair and up to two Vice-chairs, a Governing Board, a Steering Committee, and Advisory and Scientific Board, a Secretariat, and dedicated Pillars and Task Forces for the different activities.

Although the JPI CH model has a more limited scope than those of the new European partnerships, it provides a solid foundation for the governance structure of the future Alliance. Nonetheless, the latter should include more appropriate formats and mechanisms to carry out additional functionalities, such as the alignment with national and regional activities, compliance, stakeholder engagement, and collaboration with the EC and other initiatives at the European and international level.

Alignment with national and regional activities

National representatives sit in the main decision-making bodies of all the partnerships analysed. However, additional mechanisms have been established to coordinate the partnership activities and priorities with those at national and regional level, such as national mirror groups, hubs, and communities. The JPI CH has already encouraged the creation of a network of national mirror groups, which could be strengthened and further developed in the future governance structure of ARCHE. This function could be also carried out by other bodies, like the SBEP Steering Committee, that brings together the EC services and national delegates from different sectors to align their policy priorities and strategies.

Compliance

ARCHE will not only involve funding organisations, ministries, and research councils, but also research centres and universities that are key for the implementation of networking activities and contribute to maximise its impact. Effective methods to deal with potential conflicts of interest in the implementation of joint calls should therefore be established. The initiatives examined have implemented different strategies, such as firewalled pillars and work packages dedicated to joint calls, or specific configurations in the governing boards to avoid the participation of research performing organisations in the call-related discussions and decisions. In some partnerships, members of the consortium are not allowed to apply for funding in the joint calls, while in others partner organisations are required to set up internal firewall

measures to do so. Declarations are also a common tool to deal with conflicts of interests. Yet, an effective monitoring of these measures is still a challenge for most of the initiatives.

Stakeholder engagement

Co-funded partnerships have established a variety of stakeholder platforms and formats that enable bottom-up approaches and co-creation processes and strategies, such as the DUT Agora, City Panels and Focus Groups; the SBEP communities of practices; the Water4All Living Labs; and the Biodiversa+ Enlarged Stakeholder Board. Some relevant stakeholder organisations are already represented in the JPI CH Advisory Group, but the governance structure of ARCHE should establish further mechanisms to interact with user and stakeholder groups. The Heritage Research Hub¹⁶ developed by the JPI CH and its existing community will also facilitate the design and implementation of the Alliance's stakeholder platform.

Coordination with other European partnerships, missions, and R&I initiatives

Building relationships and fostering synergies with other initiatives is key in the current R&I partnership landscape. ARCHE will benefit from the network and the relationships already built by the JPI CH over the last decade, and the experience and knowledge gained developing joint activities with other initiatives like the JPI Climate.

The EC has established different settings and formats, such as the Partnership Knowledge Hub, to facilitate the coordination between European initiatives, but this function should be also embedded in the governance structure of each partnership. The Brussels Cellule office of SBEP and the DUT Synergies Forum are good examples of dedicated bodies with efficient mechanisms to strengthen cooperation with other initiatives that could be followed.

Another important question is how the JPI CH and ARCHE will cooperate and coordinate efforts. This collaboration takes different forms in the initiatives examined, which is also reflected in their governance structures. While the JPI Oceans is a full member of SBEP, the Water JPI sits in the Observing Partners Board of Water4All. The Chair also sits in the Executive Board and both initiatives share the Advisory Board. ERA4Health has adopted a different strategy and the JPI Healthy Diet, Healthy Life is involved in the Synergies Working Group of the partnership and consulted during the call topic selection to avoid overlapping.

International cooperation

When it comes to carry out joint activities with international networks and non-EU countries, ARCHE will also build on the previous experience of the JPI CH with

¹⁶ <https://www.heritageresearch-hub.eu/>



international initiatives such as the Belmont Forum and countries like Thailand or the United States. As the partnerships examined show, a dedicated body or team in the governance structure (e.g. DUT Synergies Forum, SBEP Brussels Cellule office) could be useful to build and strengthen not only European but also international networks.

The results of the benchmark exercise presented in this report provide a starting point to design the governance structure of ARCHE. How these functions will be exactly carried out and integrated across the different bodies and formats will be further determined by the specific requirements and the needs assessment identified and conducted in subsequent tasks.

Annexes

Annex 1 – Interview Guide

1. What are the main challenges and problems you encountered when implementing the governance structure of the partnership?
 - How did you deal with those challenges and problems?
2. How did you choose the legal entity who is carrying and coordinating the partnership scheme? What were the challenges and criteria guiding this choice?
3. How does the partnership ensure that all the partners are well-represented in the governing bodies? How do you make sure that the governance is efficient and effective with all these partners involved?
4. How are the costs distributed? What is the share of in-kind participation from partners? Is the system adopted efficient?
5. In which ways has the governance structure of the partnership benefited from the previous JPI experience? (Only for those coming from a JPI)
 - Have you kept any mechanisms or elements of the JPI governance structure in the current partnership?
 - If so, how is the JPI involved in the partnership?
6. National Alignment
 - Does the governance structure of the partnership have mechanisms to involve and interact with policy actors at the national/regional/local level?
 - Have you encountered any issues regarding the participation of national/regional/local policy actors in the partnership?
 - If so, how did you deal with it?
 - Does the governance structure of the partnership have mechanisms to facilitate cross-sectoral coordination at the national level?
 - Have you encountered any issues regarding the cross-sectoral coordination at the national level?
 - If so, how did you deal with it?

7. EC involvement

- How is the EC involved in the governance structure of the partnership? What's the role of the Commission services in the governance bodies and mechanisms of the partnership?
- Have you encountered any issues regarding the involvement of the Commission services in the partnership governance structure?
- If so, how did you deal with it?

8. Conflict of interests

- What mechanisms does the governance structure of the partnership have to avoid conflict of interests?

9. Advisory structures

- What are the advisory bodies and mechanisms included in the governance structure of the partnership?
- Have you encountered any issues regarding the advisory structures of the partnership?
- If so, how did you deal with it?

10. Stakeholder engagement

- Does the governance structure of the partnership include specific bodies and/or mechanisms for the participation of stakeholders and citizens in the planning and decision-making process?
- Have you encountered any issues regarding the involvement of stakeholders and citizens in the partnership?
- If so, how did you deal with it?

11. Coordination with other initiatives

- How is the coordination with other European partnerships and initiatives organised within the governance structure of the partnership?
- Have you encountered any issues regarding the coordination with other European partnerships, Missions and R&I initiatives?
- If so, how did you deal with it?
- Does the partnership have synergies with other funding schemes such as regional programmes, ERDF funds...?

12. International cooperation

- Does the governance structure of the partnership include mechanisms and/or bodies to engage with non-EU programmes and funders?
- Have you encountered any issues regarding the cooperation with other international (beyond the EU) programmes and funders?
- If so, how did you deal with it?

13. What are the strengths of the governance structure currently in place for the partnership?

14. What could be improved in the current governance structure of the partnership?

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