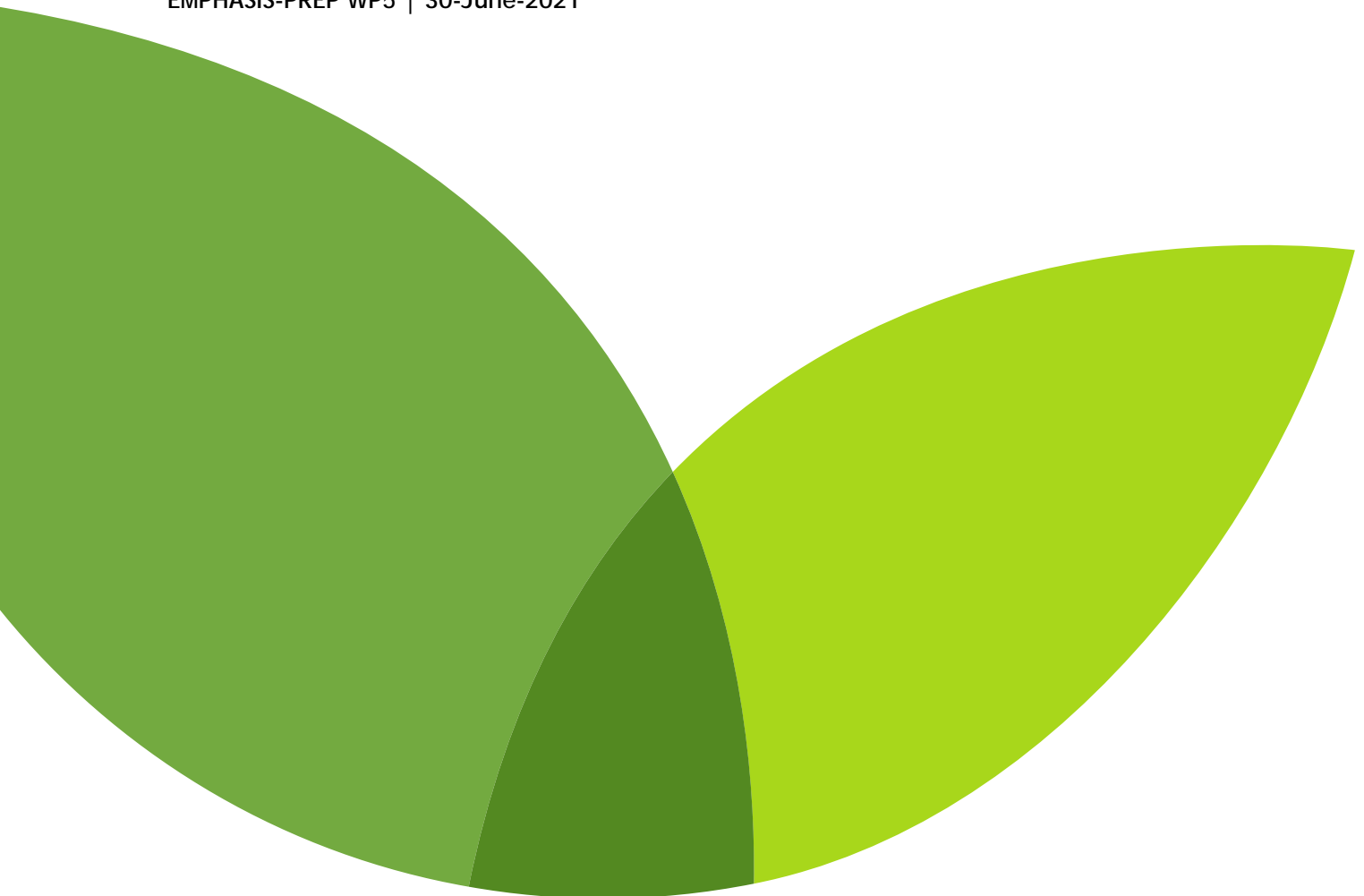


D5.4: Governance framework including roles and responsibilities for the implementation phase

EMPHASIS-PREP WP5 | 30-June-2021



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Documents used in the preparation of this deliverable:

- EMPHASIS Letter of Intent
- EMPHASIS Rules of Procedure for the Interim General Assembly
- EMPHASIS-PREP Deliverable 5.1: Scenarios for governance structures
- EMPHASIS-PREP Deliverable 5.3: Options to form a legal entity
- EMPHASIS-PREP Deliverable 5.4: Governance framework including roles and responsibilities for the implementation phase

Executive Summary

The Implementation Phase (IP) is a critical part of moving EMPHASIS towards operation. Like other ESFRI projects, the Implementation Phase refers to the stage in the lifecycle which goes beyond preparation and looks to the setup of the infrastructure and services. The definition given by ESFRI in the 2018 Roadmap is as follows: "Implementation- site construction and deployment of organisation and legal entity, recruitment, IPR and innovation policies, operation and upgrade plan, secure funding for operation."

This deliverable aims to increase understanding of how the IP will be established and operate and includes information on:

- Case studies of other distributed ESFRI projects
- Description of proposed EMPHASIS IP
- Governance-roles and responsibilities
- Mechanism for formal governance during IP- Letter of Intent
- Draft Rules for participation of the decision-making body

In developing the draft EMPHASIS IP, requirements of an IP have been closely considered to ensure EMPHASIS meeting the requirements of its stakeholders including ESFRI. Based on this rationale, it makes sense for EMPHASIS to establish its Implementation Phase as two actions as addressed as below:

- a) EMPHASIS Pilot: Develop and test specific services/access specific for the infrastructure EMPHASIS via an internal agreement between EMPHASIS-PREP members, integration of partners outside EMPHASIS-PREP and considers work being done by EPPN2020.
- b) Formal Implementation Phase governance: develop a formal governance framework for the Implementation Phase to ensure continuation of EMPHASIS after the Preparatory Phase project, work to be done, further services to be tested, steps towards operation. Discussions to set up the Implementation Phase will need to take place with the funders/ministries of EMPHASIS with the aim to establish well before the project EMPHASIS-PREP ends to ensure a smooth transition. This may be in the form of a Letter of Intent, association, limited company, collaboration agreement etc. For EMPHASIS, a Letter of

Intent is likely to suffice, a draft of the letter can be seen at Annex 1 along with a formal terms of reference.

1. Introduction

As an ESFRI Preparatory Phase project, for EMPHASIS to move towards its operations it will be essential to get up an effective Implementation Phase (IP). This deliverable sets out a possible way of working for EMPHASIS during the IP with the intention to discuss and agree with potential EMPHASIS member countries as part of meetings with the ministries. This deliverable complements D5.3 which provides an overview of the EMPHASIS lifecycle and where the IP fits in. This deliverable will cover the following aspects:

- Implementation Phase- objectives and requirements
- Case studies of other ESFRI projects
- Role of the EMPHASIS Preparatory Phase during the crossover with the IP
- Implementation Phase governance framework- letter of intent
- Description of roles and responsibilities

It should be noted that ESFRI expect Roadmap projects to go through an Implementation Phase.

In December 2020, the EMPHASIS Preparatory Phase project will end and it will be crucial to establish an interim governance mechanism before the ramp-up project EMPHASIS-PREP ends to ensure infrastructure EMPHASIS can continue towards implementation. EMPHASIS will need to ensure the necessary governance is set-up to:

- Test and pilot service portfolio activities for EMPHASIS meeting demands expressed by the community
- Establish core structure and governance (Central Hub/National Nodes/service host countries)
- Continue the work done during the project EMPHASIS-PREP in order to implement the long-term / sustainable legal entity and infrastructure
- Encourage continuation of support from EMPHASIS-PREP partner countries
- Bring in new partner countries
- Agree a funding framework as required e.g. for financial/in-kind contributions
- Work actively with the relevant scientific communities to ensure understanding about EMPHASIS for platform managers and users
- Keep the community building throughout Europe proceeding

2. Case Studies

There are several ESFRI projects which have been through an Implementation Phase in order to establish a legal entity. Many use a flexible mechanism which is easy to set up and govern e.g. via an interim agreement

1. Case Study: Limited Company with a binding agreement – INFRAFRONTIER

<https://www.infrafrontier.eu/>

Summary

European Infrastructure for Phenotyping and Archiving of Model Mammalian Genomes (now in the Health and Food domain). INFRAFRONTIER featured in the 2013 ESFRI publication European Research Infrastructures with Global Impact and in 2016 was declared an ESFRI Landmark project.

Legal status

INFRAFRONTIER is a GmbH (limited liability company) with its legal seat in Munich, Germany. As a GmbH legal entity, INFRAFRONTIER is eligible to apply for funding from the European Commission. The GmbH is based on a Memorandum of Understanding signed by scientific organisations which are mandated by national ministries to participate in the activities of INFRAFRONTIER GmbH. INFRAFRONTIER GmbH acts as a pan-European coordination unit between INFRAFRONTIER activities and the National INFRAFRONTIER Partners. Currently 15 countries are partners of INFRAFRONTIER including Canada. Whilst INFRAFRONTIER used a Memorandum of Understanding, the binding agreement could also be an International Consortium Agreement.

Coordination and management

The INFRAFRONTIER GmbH provides central access to all the services of the INFRAFRONTIER Research Infrastructure via the INFRAFRONTIER website. National INFRAFRONTIER Partners retain full flexibility in the allocation of capacities to the INFRAFRONTIER Research Infrastructure. The coordination activities of the INFRAFRONTIER GmbH ensure that existing capacities are utilised in the most efficient way, saving costs by avoiding duplication of efforts and by creating synergies.

Steps required for implementation

- Identify if there are any barriers for countries to sign an agreement with a limited company (other ESFRIs have not had trouble attracting partners e.g. INFRAFRONTIER has 15 National Partners and INSTRUCT had 26 countries whilst it was a limited company)
- Draft and negotiate content of agreement (this can be in different forms e.g. MoU, Consortium Agreement etc) for National Partners which will include details of purpose of agreement, activities which will occur as part of the agreement, governance, partner contributions, role of national nodes and coordination activities
- Host country for EMPHASIS to be identified and agreed and progress with creation of legal entity with national legal team (it should be a very quick process to set up a limited company in any country)
- Funders to agree contribution of any associated costs as well as giving mandate to institutions where needed to deliver services (the signatories would be the participating institutions)

Suitability for EMPHASIS

- This is a flexible model and can be designed in a way which is most suitable for EMPHASIS;
- The company (could also be an association) should be able to be set up with limited funds and its main purposes is so EMPHASIS can enter into contracts and receive funding;
- Implementation is quick but the negotiation may be a bottleneck and slow the process down (e.g. getting agreement/mandate from funders);
- Setting up EMPHASIS around this kind of model will have a more long-term benefit;
- Statutes for the agreement can be drafted in a way which could be transferred to another legal entity e.g. dissolve the GmbH and become an ERIC;
- This kind of model can be operated on a “in-kind” contribution basis rather than financial;
- There still may be a need for EMPHASIS to test services before a model like this is in place;
- Possible to get this model set up before the end of the Preparatory Phase depending on requirements- these will need to be assessed

2. Case Study: Euro-BioImaging- Proof of Concept Studies and EC funding

<http://www.eurobioimaging.eu>

Summary

The European Research Infrastructure for Imaging Technologies in Biological and Biomedical Sciences provides open physical user access to a broad range of state-of-the-art technologies in biological and biomedical imaging for life scientists. In addition, EuBI will offer image data support and training for infrastructure users and providers.

Legal Status

EuBI began its Preparatory Phase in December 2010 and then entered a second Preparatory Phase from Jan 2016 for a further two years. ERIC. Technically speaking EuBI is in its interim phase until the ERIC is adopted as the legal model. The second Preparatory Phase for EuBI has received €1.5m through a H2020 INFRADEV call to enable operation such as develop and test the concepts for future EuBI Image Data Repositories, which will host and offer access to large-scale, high-quality image data sets of common interest for the scientific community. A Central Hub has been established and leading activities for the ERIC development.

Proof of Concept Studies

Half way through their first Preparatory Phase, EuBI undertook a series of proof of concept studies to:

- provide the opportunity for scientists to conduct their research project using cutting edge imaging instruments;
- test and refine standardized execution and access protocols for future Euro-BioImaging facilities
- assess potential pitfalls for running these resources;
- identify current community needs for access to different technologies.

For one year, EuBI announced an open call for researchers, offering one-off free access to well established imaging facilities in European countries. The facilities were grouped according to their

type. This unique opportunity of free access to a broad portfolio of the most advanced imaging methods had been broadly advertised, and applicants from the PhD student level up to senior researchers were invited to submit their project proposals.

For the studies to work, 63 facilities committed to contribute free user access as part of in-kind support to support this initiative. Applications were supported by external grant opportunities to cover travel and accommodation expenses. Proposals were evaluated by a panel of reviewers composed by experts of the Euro-BioImaging consortium covering the different imaging technologies and the responsible heads of the participating imaging facilities. Successful applicants were contacted by the respective imaging facility to discuss the details of the visit.

Demand surpassed expectation and there were success in all areas including desired results, satisfaction of users as well as satisfaction by providers.

The full report can be found here: <http://www.eurobioimaging.eu/content-page/euro-bioimaging-proof-concept-studies>

Suitability for EMPHASIS

- Conducting an initiative like this for EMPHASIS would be a hugely valuable exercise;
- It can be done at the institutional level and does not rely on approval from ministries and funders and does not require additional funding therefore the set up can be done quickly;
- As the European plant phenotyping community already has experience of providing access, thought could be given to what services EMPHASIS would like to test in a proof of concept way as well as access protocols to the services;
- Are there opportunities for EMPHASIS to apply for further H2020 funds to enable implementation?

3. Case Study: ELIXIR Implementation Studies

<https://www.elixir-europe.org>

Summary

ELIXIR is an intergovernmental organisation that brings together life science resources from across Europe. These resources include databases, software tools, training materials, cloud storage and supercomputers. The goal of ELIXIR is to coordinate these resources so that they form a single infrastructure. ELIXIR is an ESFRI Landmark project.

Legal Status

The legal framework of ELIXIR is based on the ELIXIR Consortium Agreement (ECA), which has been concluded among the Member States and EMBL and officially entered into force on 12 January 2014 (thirty days after the ratification of the ECA by Estonia as the fifth country). The ECA covers ELIXIR's mission, membership, obligations of the Members and the ELIXIR Hub, the governance structure between the ELIXIR Hub and the ELIXIR Nodes and the internal governance structure of the ELIXIR Hub itself.

Implementation Studies

ELIXIR run short technical projects to inform future service development, drive standards adoption and connect the 21 Nodes. Implementation Studies are funded through the budget of the ELIXIR Hub and form part of our ongoing activities in a particular Platform or service area. They are proposed by Platforms, agreed with the ELIXIR Heads of Nodes committee and approved by the ELIXIR Board. Examples of ELIXIR Implementation Studies can be found here: <https://www.elixir-europe.org/about-us/implementation-studies>

Suitability for EMPHASIS

- There will undoubtedly be services EMPHASIS will need to test as part of its construction and Implementation Studies will be useful once EMPHASIS has identified services it will want to test as well as countries involved;
- As EMPHASIS is not yet operational and there is no central pot of funding, contributions to finance the Implementation Studies will need to be considered e.g. via in-kind contributions from institutes, financial funding, external funding (H2020 etc) or other ways which are appropriate;

- It is likely to be a challenge for funders to commit funding for EMPHASIS during the Preparatory Phase however with a well-defined Business Plan
- There may need to be negotiation between funders to contribute to a common service development fund or host countries of particular services to fund these costs

4. Case Study: SIOS- Set up of Central Hub

<https://www.sios-svalbard.org/>

Summary

SIOS is an international observing system for long-term measurements in and around the Norwegian archipelago of Svalbard addressing Earth System Science questions. SIOS has been on the ESFRI Roadmap since 2008.

Legal Status

SIOS is a distributed research infrastructure organized as a non-ERIC consortium. The consortium consists of member institutions and its cooperation is based upon non-legally binding statutes and a MoU. It coordinates, develops and optimises research infrastructure owned by the member institutions. Research institutions and research funding agencies that own or operate research facilities in the Svalbard region or who provide research data relevant for the Consortium may become members. SIOS is currently in an interim phase and the consortium consists of 14 institutions from 10 nations. Their common goal is to establish a cooperating and transparent research infrastructure which will give better estimates of the future environmental and climate changes in the Arctic. The eventual goal of SIOS is to become an ERIC.

Knowledge Centre

The SIOS Knowledge Centre is also the Central Hub for SIOS. It is hosted by Norway and has received a significant financial investment and also in-kind contributions from member countries based on a cost sharing model.

Suitability for EMPHASIS

- EMPHASIS will need to plan which country and institution will host the Central Hub as well as what functions and services it will service.
- Initial setting up some kind of Central Hub will need to be done and it will needed to be decided how far EMPHASIS goes in establishing the Hub as part of the Implementation Phase
- It is probably going to be the case that services for EMPHASIS cannot be provided by just one Central Hub and that they will need to be distributed and hosted by several partners therefore a model like SIOS might not be appropriate however it is good to know a Central Hub with operational functions can be set up without being an ERIC so this can be considered.

3. EMPHASIS Implementation Phase proposal

3.1. Overview

Whilst the Implementation Phase is important as part of the development of EMPHASIS, it should not distract from the planning of the long-term legal framework. It is meant to lead EMPHASIS towards a fully operational infrastructure as quick as possible. The Implementation Phase should be something which is:

- easy to set up and not too time consuming in terms of negotiations with ministries (their focus will be on the long-term legal framework);
- serves the purpose it truly needs to and does not become complex;
- flexible so it can align itself to the aims of long-term strategy;
- does not delay the start of the long-term sustainable Operational Phase time limited in its nature

3.2. Implementation Phase Governance

The IP will require a dedicated governance which is fit for purpose. Generally, the main features of governance during an IP is as follow:

- Decision making ensure high-level decisions on key aspects relating to funding and strategy can be made
- Advisory: independent expert advice relating to scientific, industrial, and ethical issues (could be others also)
- Executive: smaller group to execute decisions made by the main decision-making body
- Operational: ensure business as usual for day to day aspects
- Financial support via an interim legal entity (to provide funding ensuring continuity of EMPHASIS progress through the implementation phase)

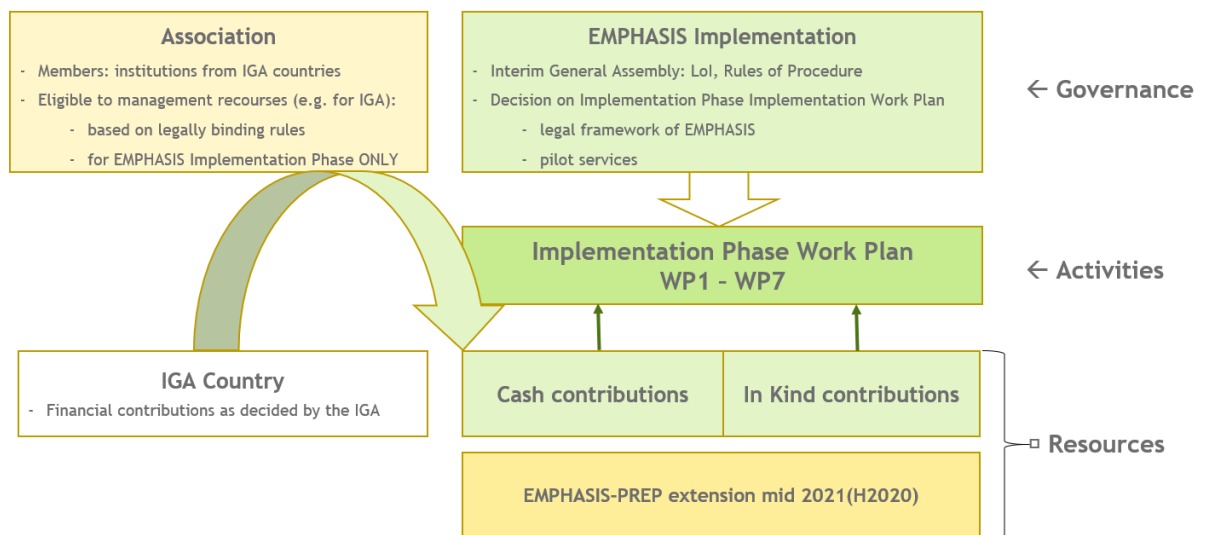


Figure 1 Draft governance structure for the EMPHASIS Implementation Phase

3.3. Description of bodies/functions

Hub

During the Implementation Phase the Central Hub will ensure operation in a coordination and support function until a Central Hub is formally established. The EMPHASIS Central Coordination and Support Hub and its staff will be responsible for managing all procedures needed to implement the Central Hub functions (e.g. secretariat, finance, communications and human resources). The Central Hub should ensure an equal relationship with the Services and National Nodes and in turn its main drivers are:

- Strong scientific leadership
- Ensure EMPHASIS is truly pan-European and integrating across national boundaries
- Provide services to EMPHASIS partner countries
- Effective coordination of management and integration of the infrastructure EMPHASIS
- Support for Central Services and National Nodes

Pilot services

The EMPHASIS Pilot Services may be hosted by EMPHASIS partner countries (process to decide host countries will need to be agreed). They will be responsible for managing and coordinating particular pan-European services, ensuring integration with EMPHASIS and the appropriate links with the National Nodes. The services will be named accordingly to the services they provide and resources/personnel for the hubs will need to be considered as part of the operational planning of the pan-European entity EMPHASIS. Pilot services could be physical, virtual, hosted in one country, shared between countries and so on.

National Node

All member countries of EMPHASIS will be expected to have a National Node as their contribution to EMPHASIS. The National Node will set the strategy for its country and ensure links with EMPHASIS as appropriate. The National Nodes will be closely linked by bilateral contractual agreements between the EMPHASIS legal entity and the National Node. As part of the National Node, the following will need to be considered for each country:

- **National Node Coordinator** - It would be helpful for each country to have one point of contact (organization/person) per country. The Coordinator can be based at a ministry, funder or institute depending on the national preference and country specific governance.
- **National Facilities** - Platforms at the country level will be nationally owned and it will be up to each platform to decide a % of access which will be reserved for EMPHASIS users. This issue is currently being worked on as part of the wider EMPHASIS consortium and also involves direct involvement of local infrastructure managers.
- **Personnel** - The National Node will also consists of the personnel working on EMPHASIS such as providing national representation in the different EMPHASIS governance bodies, platform managers, service providers and so on. Each country will need to consider and decide who from their country will provide representation on the relevant governance bodies before the Implementation Phase begins to ensure a smooth transition.

Interim General Assembly (IGA)

The IGA will be the main decision-making body concerning all high-level issues such as decisions on the legal statutes and funding commitments. The Interim GA will be made up of high-level members who have been appropriately delegated and will represent the national response. Similar to other ESFRI projects, the Interim GA could be made up of a two-member delegation per member country (a scientific and administrative, i.e. ministry representative). It is anticipated that each Member country will have one vote. The body will be governed by an agreed term of reference/rules for participation (see Annex 2). These meetings should take place around every six months and/or convened as needed to ensure timely progression. A Chair ideally from a ministry should be selected/nominated ahead of the IGA becoming constitutional.

Advisory Boards

Will be set up and operate as agreed e.g. scientific, industry etc.

Working Groups

Working Groups during the IP are also likely to be needed to ensure countries with an interest beyond EMPHASIS-PREP are involved. Particularly in relation to developing statutes, funding

framework and associated policies as required for the statutes. Countries will be able to nominate their national experts for the Working Groups.

Annex 1: EMPHASIS Implementation Phase documents

Letter of Intent

EMPHASIS aims to develop and provide access to facilities and services that address multi-scale plant phenotyping across different agro-climatic scenarios in Europe. EMPHASIS will establish an integrated European phenotyping infrastructure, provide services to users from academia and industry, and address the technological and organizational limits of European plant phenotyping to fully exploit the available resources and identify others needed to improve crop performance in times of a changing climate.

It is the ambition of EMPHASIS to maintain project momentum by initiating the Implementation Phase in advance of the conclusion of the Preparatory Phase, ensuring a smooth, efficient, and timely transition into the Operational Phase of EMPHASIS at the earliest possible time.

Signatories:

- Recognises the strategic importance of EMPHASIS as per its inclusion on the 2016 ESFRI roadmap, the work carried out so far including related national activity and investments.
- Declares its willingness to work towards the setup of EMPHASIS:
 - As a sustainable European research infrastructure with the aim of creating a long-term legal entity
 - Through positive and active participation through required meetings and activities as per The EMPHASIS Implementation Phase Governance Framework
 - In consideration of the ESFRI recommendations and guidance
- Recognises that an EMPHASIS Interim Assembly of Members has been set up to enable highlevel input, discussions and decision-making for strategic issues concerning the establishment of the EMPHASIS legal entity.
- Agree to cover their own participation costs.
- This Letter of Intent shall be in force until the EMPHASIS legal structure is established or three years from the date it was signed, whichever is earlier.
- This Letter of Intent does not create any legally binding obligations to the signatories.

EMPHASIS Rules of Procedure for the Interim General Assembly

1. Purpose

1.1. The Interim General Assembly (“IGA”) shall be the highest governing body of the European Infrastructure for multi-scale Plant Phenomics and Simulation for food security in a Changing Climate (“EMPHASIS”) during the Implementation Phase.

1.2. The IGA shall:

1.2.1. discuss and approve high-level strategic decisions to ensure the implementation of EMPHASIS;

1.2.2. decide upon an appropriate legal form and governance;

1.2.3. decide upon the financial framework;

1.2.4. select the host country for the statutory seat;

1.2.5. decide upon the pan-European service and human resources;

1.2.6. decide upon work plan for an effective implementation of EMPHASIS.

2. Composition

2.1. Signatories of the Letter of Intent for Collaborating in Setting Up EMPHASIS (“LoI”), shall become members of the IGA with voting rights.

2.2. Potential signatories which have not yet signed the LoI and wish to join EMPHASIS as observers shall send a written application to the Chair of the IGA. The application shall be submitted for approval by the IGA at their next meeting.

2.3. Observer status shall be granted for one year.

3. Representation

3.1. Each member shall appoint at least one but no more than two representatives to the IGA, who shall be authorised to act on behalf of the appointing member on all EMPHASIS related matters.

3.2. Observers may appoint up to two representatives who shall be authorised to act on behalf of the appointing observer on all EMPHASIS related matters.

3.3. Representatives shall be appointed and have their appointments terminated in accordance with their national procedures. The name and affiliation of representatives to the IGA shall be communicated to the Chair in writing.

3.4. The representatives may be accompanied by up to two experts per delegation. Attendance

of experts shall be notified in writing to the Chair in advance of the meeting, mentioning each expert's name, affiliation and field of expertise.

3.5. A member or observer may appoint an alternate to a representative in the event of absence or inability to act. Alternates shall be notified to the Chair in writing and their appointment shall continue to be in force until the Chair is informed otherwise.

4. Chair

4.1. the IGA shall elect a Chair and a Vice-Chair among the representatives of the members by a two-thirds majority of the votes of the members represented at the meeting.

4.2. The election of the Chair and Vice-Chair may be conducted by a secret ballot. In the case of more than two candidates, where none of the candidates receives the required majority, the ballot or secret ballot shall be repeated each time after removing from the list the candidate with the least number of votes and until only two candidates remain.

4.3. With his/her election, the Chair shall become *supra-parte* and impartial with no voting rights and the member whom the Chair previously represented may nominate a replacement representative.

4.4. The Vice-Chair shall substitute the Chair in cases of absence, resignation, inability to act or in cases of conflict of interest which cannot be otherwise resolved. When acting in accordance with this paragraph, the Vice-Chair shall be subject to paragraphs 4.3 and 4.6 and shall have the same powers as the Chair, unless the IGA decides to appoint a new Chair.

4.5. The term of office for the Chair and the Vice-Chair shall be one year, renewable once for the same period.

4.6. While remaining subject to the authority of the IGA in the discharge of his/her duties, the Chair shall:

4.6.1. convene the meetings of the IGA;

4.6.2. ensure the relevant quorum is met for the meeting and declare the majority required for each vote;

4.6.3. determine the place and time of the IGA meeting, following consultation with the Interim Coordination and Support Office.

4.6.4. approve the proposed agenda to be circulated in advance of the IGA meeting, taking account of proposals submitted by the members;

4.6.5. open and close the meeting and put forward proposals to vote and announce

decisions;

4.6.6. manage the discussions and grant or withdraw permission to speak, as a general rule, in the order in which representatives express their desire to speak.

4.6.7. rule on points of order and conduct the meetings in accordance with these rules of procedure.

5. Meetings

5.1. the IGA shall meet at least twice a year, every six months. Meetings shall be attended by representatives by preference in person or otherwise through other means such as videoconferencing or by telephone

5.2. A member may be represented at a meeting by another member if a signed proxy is sent to the Chair prior to the meeting of the IGA.

5.3. The meeting shall be quorate if at least three-quarters of the members are represented. If the quorum is not met, the Chair shall convene a new meeting not sooner than 14 calendar days. An invitation with the same agenda shall be notified in writing to the members and observers as soon as possible and no later than one week in advance of the new meeting. The second meeting shall be quorate if 50% or more of the members are represented.

5.4. Following a joint request by at least one third of the members of the IGA, the Chair shall convene an extraordinary meeting of the IGA:

5.5. An extraordinary meeting of the IGA may take place via telephone or videoconferencing.

5.6. Exceptionally, when for reasons of urgency a specific decision cannot be postponed for the next ordinary or extraordinary meeting of the IGA, the Chair may submit a request for a decision by way of a written procedure. At the discretion of the Chair, the matter may also be placed on the agenda for the next IGA ordinary or extraordinary meeting.

5.7. Decisions on matters submitted by way of a written procedure may be reached utilising email ballot and shall be subject to the same voting majority as in the ordinary or extraordinary meetings of the IGA. A lack of response by a member shall be counted as abstention.

6. Voting

6.1. The IGA shall strive to reach decisions by consensus. When consensus cannot be reached after a round of consultation, the Chair may decide to put the matter to a vote in accordance with 6.4.

6.2. When voting is required, each member shall have one indivisible vote. Accordingly, where a member has exercised its right to send two representatives to represent it at a meeting, only one vote may be casted on behalf of that member.

6.3. A member shall not have voting rights in decisions concerning the termination of its own membership or in the case of conflict of interest.

6.4. Decisions shall require at least two-thirds majority of the votes of the members represented at the meeting. A 'two-thirds majority of the votes of the members represented' shall mean the number of votes cast "for" a decision is at least 67% of the total number of votes cast "for" and "against" that decision. Abstentions shall not be considered as votes cast and shall have no effect on the quorum required for the meeting.

7. Secretariat

7.1. The Interim Coordination and Support Office ("ICSO") shall provide administrative and logistic support to the meetings of the IGA, take the minutes of the meetings, keep the records of the IGA and manage a repository of documents including reviewing and updating such documents as necessary.

7.2. The ICSO shall prepare a draft agenda, approved by the Chair, to be circulated at least two weeks in advance of each meeting of the IGA. The draft agenda shall include all items for which a request for inclusion was received by the Chair during the course of the previous meeting of the IGA and, subject to the Chair's approval, any other matter proposed by members of the IGA. The agenda shall identify all items requiring a decision by the IGA.

7.3. The ICSO shall send an invitation to attend the meeting of the IGA including the location of the meeting at least two months in advance of the meeting.

7.4. Any member and observer may request the addition of an item to the draft agenda by written notification to the Chair and the ICSO at least two weeks in advance of the meeting. If the item is approved by the Chair, the ICSO shall circulate an amended draft agenda no later than one weeks before the meeting.

7.5. The ICSO shall circulate any supporting documents concerning items on the agenda, in liaison with the working groups where relevant and the Chair, at least two weeks in advance of the meeting.

7.6. At the beginning of each meeting the draft agenda shall be adopted by the IGA after any necessary modifications. New items may be added to the Agenda by the Chair, but they may only be subject to a decision if all members agree.

7.7. The ICSO shall circulate a draft of the minutes of the meeting including all decisions and actions for approval within two weeks after the last day of the meeting. Members shall have two additional weeks to provide comments on the draft minutes. If no such comments are provided the minutes shall be considered finalised and be made available for representatives of the IGA. The minutes shall be approved at the next meeting of the IGA.

7.8. The secretariat shall provide any additional support and perform any other function in connection with the activities of the IGA, as may be requested by the Chair.

8. Final provisions

8.1. Meetings, documents, notices and procedures of the IGA shall be conducted in the English language.

8.2. Representatives attending the IGA meetings shall cover their own costs of participation.

8.3. These rules of procedure shall be reviewed by the IGA at a minimum every three years from the date of their adoption.

8.4. Changes or amendments to these rules of procedure may be proposed by any member to the Chair at any time and be subject to voting.

8.5. These rules of procedure shall come into effect on the day following the signatory of the Lol by at least five members and shall dissolve within 5 days following the first meeting of the General Assembly of the newly established EMPHASIS legal entity.

Annex 2: Check list

Deliverable Check list (to be checked by the “Deliverable leader”)

| | Check list | Comments |
|---------------------------|--|--|
| Before | I have checked the due date and have planned completion in due time | <i>Please inform Management Team of any foreseen delays</i> |
| | The title corresponds to the title in the DOW | <i>If not please inform the Management Team with justification</i> |
| | The dissemination level corresponds to that indicated in the DOW | |
| | The contributors (authors) correspond to those indicated in the DOW | |
| | The Table of Contents has been validated with the Activity Leader | <i>Please validate the Table of Content with your Activity Leader before drafting the deliverable</i> |
| | I am using the EMPHASIS deliverable template (title page, styles etc.) | <i>Available in “New EMPHASIS Logo, Templates, CI” on the collaborative workspace</i> |
| The draft is ready | | |
| After | I have written a good summary at the beginning of the Deliverable | <i>A 1-2 pages max. summary is mandatory (not formal but really informative on the content of the Deliverable)</i> |
| | The deliverable has been reviewed by all contributors (authors) | <i>Make sure all contributors have reviewed and approved the final version of the deliverable. You should leave sufficient time for this validation.</i> |
| | I have done a spell check and verified the English | |
| | I have sent the final version to the WP Leader and to the Project coordinator (cc to the project manager) for approval | <i>Send the final draft to your WPLLeader and the coordinator with cc to the project manager on the 1st day of the due month and leave 2 weeks for feedback. Inform the reviewer of the changes (if any) you have made to address their comments. Once validated by the 2 reviewers and the coordinator, send the final version to the Project Manager who will then submit it to the EC.</i> |