INTERNAL RULES

ERRIN — European Regions Research and Innovation Network

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INTRODUCTION

These internal rules have been prepared to ensure:

- Accountability and transparency of ERRIN's processes and identifying a common set of rules and procedures for the Secretariat and ERRIN's structures;

- That ERRIN structures and procedures help the organisation to achieve its missions, strategic objectives, and to implement its workplans;

- Clear roles, responsibilities, and interaction between ERRIN members, Working Groups and Task Forces, the Secretariat, Management Board, and the Annual General Meeting.

These internal rules support ERRIN to achieve its missions:

Bring a place-based perspective
ERRIN brings a bottom-up place-based perspective to the European research and innovation policy and funding programmes. Through our member-driven Working Groups ERRIN strengthens EU policy development via the promotion of a regional innovation ecosystems approach and Smart Specialisation.

Make connections and facilitate EU engagement
ERRIN builds close, informal relationships between member regions, EU institutions, and other partners, and works as a bridge between them. ERRIN facilitates access to people, knowledge, and ideas as well as encourages members to pool resources to more effectively respond to these opportunities.

Increase project opportunities for members
ERRIN supports regional collaboration and project development by providing networking opportunities for members to share project ideas, best practices, and personal contacts. We develop and participate in projects that further members' and the wider network's interests.

Position regional interests in the research and innovation landscape
ERRIN supports EU policy development through the promotion of regional experience and expertise. We create platforms and participate in events to share members' knowledge, further ERRIN's reputation, and enhance the understanding of regional perspectives. This activity is essential for the successful delivery of the other objectives mentioned above.

1. MEMBERSHIP

1.1. Membership typology

ERRIN has two types of membership – full and associate – which are described in the Articles of Association, chapter II. An overview of the two types and the associated rights and obligations can be found below.

Table 1. Overview – types of membership, criteria, rights and obligations.

Type of membership	Criteria	Rights and obligations
Full	Brussels-based representative office of: • Regional administrations • Local administrations • Academic institutions (universities, research centres, institutes etc.) • Chambers of commerce • Other public and private bodies with a regional or local mandate involved in development and/or implementation of research and innovation activities.	• Agree with and contribute to the purpose of the Association as described in art. 3.2 of the Articles of Association. • Have a legal personality or be a physical person • Have stable and sufficient sources of funding to maintain their activities throughout the year(s) of membership and the professional competencies to engage in network activities • Honestly declare not to sell on information obtained from the Association • Pay the annual membership fee • May be elected to the Management Board • May take on the role as a Working Group leader
Associate	• Same type of organisations as for full members but there is no requirement to have a representative office in Brussels. • Other type of organisations working with developing and/or implementing research and innovation activities on a regional or local level such as: 　○ Networks 　○ NGOs 　○ Single purpose institutions with a limited mandate.	Same as the above, except associate members cannot be nominated and elected to the Management Board nor can they take on the role as a Working Group leader.

1.2. Process for becoming a member

Before an organisation decides to join:

- Provide information on the eligibility criteria and inform the organisation what membership type they would qualify for. This is preceded by an internal discussion and confirmation by the Director that the organisation fulfils the eligibility criteria and thus may join ERRIN.
- Provide information on the administrative process of becoming a member.
- Inform the organisation about the rights and obligations of becoming a member, including the acceptance of the Articles of Association and the Internal Rules.

When the organisation has decided that they would like to join:

- An authorised person will sign the membership form formalising the membership and send it to the ERRIN secretariat. ERRIN Director will validate the membership by counter-signing the membership form.
- The new member and the membership form will be entered into the membership database.
- The ERRIN secretariat issues an invoice for the membership fee.
- The member will pay a pro rata fee that will be calculated based on the start of the first day of the month following the signature. This date will also be the starting date for the membership services.
- An organisational profile will be created on the website.
- The member will be informed that they have access to all services and receive a welcome guide for new members, as well as guidelines on setting up a personal account and using the ERRIN website.

The process for becoming a member is laid out in the Articles of Association chapter II.

1.3. Process for termination of membership

As stated in the Articles of Association art. 8, the membership is continuous. If a member wishes to leave the Association, written notice of their intention needs to be given to the Secretariat three months before the end of the year. The cancellation of the membership will come into force at the end of the year in which the written notice was made.

As an example, a member that wishes to withdraw in 2025 must inform the Secretariat by 30 September 2024. The member will then continue to benefit from the membership services until 31 December 2024.

The membership is automatically terminated in the case of bankruptcy or liquidation. If this is the case, the member will remain liable for its financial obligations vis-à-vis ERRIN until the end of the financial year during which these events occur.

The written notice of the member's intention to terminate their membership will be stored in the membership database.

1.4. Membership fees

It is the member's responsibility to inform the Secretariat of any changes regarding their invoicing information.

Payments are only accepted by bank transfer.

1.4.1. Issuing of membership fee invoices

- Invoices for membership fees are issued following the autumn General Meeting and will be sent no later than 31 January.
- The due date of the invoice is one month after the issue date.
- The annual Year in Review report accompanies the membership invoices.

1.4.2. Overdue payments

- Two reminders will be sent after the submission of the original invoice.
- Any member who has not paid the membership fee by 30 April or informed the Secretariat about possible delay of the payment will have their membership services suspended.
- The Director will personally notify members with outstanding payments two weeks in advance of the suspension.
- Upon the membership payment, all user accounts of the member will be reactivated and full access to the membership services re-established.

1.5. Database of members

All members should be entered into the membership database in a way that complies with the GDPR requirements. For each member the following data should be included:

- Full legal name of the organisation
- Region and country
- Year of joining
- Year of leaving (if applicable)
- Membership type (full or associate)
- Membership status (current member or former member)
- Invoicing details
- Membership form
- Written notice of cancellation (if applicable)
- Any other relevant information such as name changes, mergers, reasons for cancelling membership etc. and when these took place.

The Association maintains a physical register of members, overseen by the ERRIN Secretariat. Members are entitled to view this register, provided they submit a reasoned written request to the Association's Secretariat. The register itself cannot be removed from its place. The Association adheres strictly to privacy laws and regulations in managing this register.

RELATED DOCUMENTS

- [Membership form](#)

2. ANNUAL GENERAL MEETING

The function of and the procedures for the General Meetings are laid out in the Articles of Association chapter III.

In particular, the following powers are reserved to the General Meeting
- the amendment of the Articles of Association
- the appointment and dismissal of Management Board Members
- the appointment and dismissal of the auditor
- the discharge to be granted to Management Board Members and, where applicable, to the auditor
- the approval of the budget and the annual accounts
- the dissolution of the Association
- the exclusion of members
- the resolution of (situations of) conflicts of interest within the Management Board
- all other cases where required by law and the Articles of Association

2.1. Powers of the spring Annual General Meeting

The spring Annual General Meeting will be convened six months after the closure of the previous financial year. It will:
- Approve the annual audited accounts and the budget
- Appoint the auditor (when applicable)
- Discharge the Management Board Members and the auditor
- Report on the activities carried out so far during the year

2.2. Powers of the autumn General Meeting

The autumn General Meeting will:
- Report on the activities of the Association and present draft work programme for the coming year
- Approve the provisional budget for the following financial year
- Appoint new Management Board Members and relieve the leaving ones

2.3. Decision-making procedures

Whenever voting takes place at General Meetings, an agreement is first asked by acclamation. If this is not possible, voting will be organised. To ensure impartiality, voting should be run by the ERRIN Secretariat. Each full member has one vote and can also vote for one other member as a proxy. If the result is not clear, a vote will be organised by ballot (i.e. the votes will be counted manually).

2.4. Minutes

Minutes will be taken at each Annual General Meeting. The minutes are signed by the Chair of the General Meeting. An accessible archive will be made available for members to consult the minutes.

3. MANAGEMENT BOARD

3.1. Role and responsibilities of the Management Board

The Management Board oversees the drafting of the ERRIN Annual Work Programme and provisional budget, which is presented to the autumn General Meeting for discussion and approval.

The Management Board holds the responsibility for overseeing the execution of the ERRIN Annual Work Programme and ensuring it aligns with the budget. Additionally, the Management Board collaborates with the Working Group leaders and the ERRIN Secretariat to coordinate the activities of ERRIN Working Groups and Task Forces.

In addition, the Management Board defines, based on the results of the member survey and the work plans of the Working Groups and Task Forces, overall network priorities that will help the Secretariat to focus and better coordinate ERRIN activities. These priorities will be monitored and followed up regularly in the Management Board meetings with assigned responsibilities among the Management Board. The current network priorities for 2022-2023 are widening and deepening engagement in research and innovation, and EU Missions.

The Management Board can also set up groups (task forces or similar) to guide activities of the ERRIN Secretariat. Such groups are chaired by a Management Board member with responsibility to report on progress to the Management Board.

The Management Board approves all formal policy positions and is informed of all input documents developed by the Association. The Management Board is given the chance to shape policy inputs and they should seek consensus on any ERRIN positions. Although formal policy positions require Management Board approval, inputs in line with the Associations missions only require the Management Board to be informed. Once a position has been approved by the Management Board, the entire network will be considered as signatory of

the position by default. Nevertheless, all policy positions should indicate that they might not be supported by all ERRIN members.

The Management Board also approves the use of the ERRIN logo for statements and other documents when its use implies taking a position on an issue.

The Management Board decides on – and signs when necessary – any strategic partnerships created with relevant networks and stakeholders as proposed by the Secretariat, Management Board members or Working Group/Task Force leaders.

The Management Board, the Chair, and the Vice Chairs, together with the Director represents ERRIN vis-a-vis senior officials in the EU institutions, acting in consultation with relevant ERRIN structures.

The Management Board finds solutions to matters outside the competence of the ERRIN Annual General Meeting and may produce other internal rules to govern the processes and procedures of the Association (see Articles of Association art. 14.3 and 14.4).

The Management Board meets a minimum of four times per year. The meetings are planned per semester, and therefore, the schedule and invitations are ideally sent for the half-year period. Agendas and supporting documents are circulated at least one week in advance of the meeting. Minutes are taken at each Management Board meeting by the Secretariat and circulated within two weeks after the meeting.

3.2. Election procedure

A guide for the Management Board elections will be made available in the summer every year, outlining the seats that come up for election, the timeline, instructions for candidates, and eligibility criteria.

Nominations for election to the Management Board must be received by the Director of the Association.

Timeline for the Management Board elections:

- Call for nominations – minimum of two weeks (14 days) prior to the deadline for nominations
- Deadline for nominations – minimum of six weeks prior to the Autumn Annual General Meeting
- Timeframe of elections – elections must be open for at least two weeks (14 days)
- Publication of results – maximum of two weeks (14 days) after the close of the elections

In the case that voting is needed to elect the Management Board members, it will take place by secret ballot. The vote can take place electronically (i.e. via online form, e-mail or similar) or physically.

The Management Board is elected with at least 50 percent of the members + 1-member voting. If this minimum is not reached, there will be a second round without a quorum. Without prejudice to the other articles of the Articles of Association, the member(s) who receive the highest number of votes will be elected

to the Management Board until the available seats on the Management Board have been filled. In case of a tie in the number of votes received by two or more members, the Management Board determines a way of resolving the issue.

3.3. Chair, Vice-Chairs, and Treasurer

3.3.1. Roles and responsibilities

The Chair and the Vice-Chairs (2) form a troika that regularly meets with the Director to discuss important issues related to the functioning of the Secretariat, Management Board as well as the Annual General Meetings. The troika works in a collaborative manner and shares the responsibilities in a flexible way based on their expertise and capacity.

Together they set agendas for the Management Board and General Meetings and support the ERRIN Director in the management of the network. They represent ERRIN in high-level events and meetings but can also delegate such roles to other ERRIN members who have more experience in the topic or subject.

3.3.1.1. The Chair

One of the chairs leads/presides the General Meetings as well as the Management Board meetings.

The Chair signs formal documents as required by the Belgian code for Companies and Associations.

3.3.1.2. The Vice-Chairs

One of the Vice-Chairs assumes the position of the Chair in the event that the Chair resigns or is otherwise incapacitated mid-term.

3.3.1.3. The Treasurer

The Treasurer is responsible for overseeing the Secretariat preparation and delivery of the network's financial planning and monitoring.

The primary responsibility of the treasurer is to support both the ERRIN Director and Director of Projects by reviewing the annual budget and three-year forecasts. With the support of a dedicated internal administrator and external accountant, ERRIN ensures sound financial management. Consequently, the treasurer's main task is to review the annual budget and three-year forecast before it is presented to the Management Board for further evaluation, and General Meeting approval, confirming that the financial plans are well-considered and robust.

3.3.2. Election procedure

Every second year, the first Management Board meeting following the autumn General Meeting will elect a Chair, two Vice-Chairs and Treasurer amongst the members of the Management Board. The postholders will serve for two years. The Chair and Vice-Chairs may serve for a maximum of two times two years in one role.

Nominations for Chair and Vice-Chairs and Treasurer must be received by the ERRIN secretariat a minimum of eight calendar days before the meeting.

Should there be more than three candidates for the Chair and Vice-Chair elections, a vote by secret ballot will be carried out during the Management Board meeting, after each candidate has presented their candidature. Each Management Board member will vote for one Chair, two Vice-Chairs and a Treasurer.

The Chair and the Vice-Chairs are always elected from amongst the members of the Management Board.

Related documents

- [Management Board election guidelines](#)

4. SECRETARIAT

The Secretariat is composed by all employees and trainees of the Association, including the Director. All functions in the Secretariat are remunerated.

4.1. Role and responsibilities of the Director

The Management Board delegates the Director with the daily management of the Association.

The Director is:
- responsible for the overall running of the Association, including human resources management, sound financial management and ensuring a positive work environment;
- responsible for reporting to the Management Board, and the General Meetings, on the activities of the Working Groups and Task Forces, in cooperation with the Working Group and Task Force leaders;
- responsible for establishing and maintaining contacts with the European institutions, as well as representing the organisation with support from the Management Board and the Working Group leaders.

The internal rules are prepared by the Director in consultation with the Management Board and are then formally approved by the Management Board.

The internal rules include a "scheme of delegation" that specifies the responsibilities related to administrative and financial procedures within the Secretariat (see Annex 1.).

4.2. Management team

The Management team consists of the Director and the Director of Projects. Together they will discuss and make decisions on budgetary, staffing and other strategically important issues. The Management Team is supported by the Finance and Operations Manager and other senior staff members of the Secretariat when it comes to decisions related to strategic projects, HR, policy or statutory issues.

4.3. Key personnels in the Secretariat

Director of Projects leads ERRIN's involvement in projects in coordination with project team, oversees administrative procedures and financial forecast and liaises with the treasurer, and fosters strategic partnerships within and beyond current projects, including relations with EU institutions.

Policy and Engagement Manager develops and monitors ERRIN membership and related processes, supports the Director on policy and strategic developments including representation and leads work of the ERRIN strategic Working Groups.

Finance and Operations Manager supports the Director and Director of Projects with daily management, HR and Secretariat operations, and is responsible for financial procedures within the Association and across all projects in the ERRIN portfolio.

Communications and Policy Manager develops and implements the Association's communication strategy and coordinates communications through the ERRIN website, newsletter and social media.

All ERRIN employees facilitate the functioning of the Working Groups.

Most of the ERRIN employees are involved in project management and work towards creating further benefits and opportunities to members via the ERRIN projects. All employees are invited to contribute to the development of the Association and collectively maintaining positive working environment.

5. WORKING GROUPS AND TASK FORCES

5.1. Strategic and thematic Working Groups

The Working Groups and Task Forces are at the heart of ERRIN's activities and play a key role in delivering ERRIN's missions. ERRIN currently has 13 Working Groups and two Task Forces, all led by ERRIN members. The Working Groups and Task Forces ensure the bottom-up nature of the network.

All Working Groups are led by three to six members. The Working Group and Task Force leaders play an important role in ERRIN and help defining network's thematic priorities, in collaboration with the wider membership.

All Working Groups prepare an annual work plan with clearly identified objectives, activities, and proposed timing.

In line with the structure of the current Framework Programme, ERRIN has aligned its activities to mirror the structure and clustering of the current research and innovation programme, Horizon Europe. Each Working Group will coordinate its activities with other relevant Working Groups within the thematic cluster as well as beyond when necessary.

The Policy Working Group has an important coordination role when it comes to influencing policy. It provides a place for all Working Groups to raise and discuss policy-related issues.

Nevertheless, all strategic working groups are important to increase ERRIN's policy impact and to tackle a greater number of priority issues and the key programmes supporting uptake of innovation.

A close link is also being created between the Management Board and the strategic working groups. Several Management Board members will participate and report back from the strategic Working Groups to the Management Board.

ERRIN also strives to closely link its current projects with the Working Groups and the thematic clusters.

Related documents

- Template for annual work plans

5.2. Conditions of Working Group membership

Membership of Working Groups is open to all members.

The decision to create a new Working Group as well as to discontinue existing Working Groups should be discussed and agreed together with the Management Board.

Objectives and priorities of the Working Groups should be presented and discussed in the Management Board meetings. The first Management Board meeting of the year includes a joint session together with the Management Board and the Working Group leaders.

5.3. Working Group leaders

Each Working Group is led by a group of leaders. This group meets regularly to share relevant information, to discuss upcoming issues, to coordinate the activities of the WG, and to plan upcoming meetings and events.

Being a Working Group or Task Force leader serves as an excellent opportunity to network, to establish close contacts with peers from other regional Brussels offices and to develop strategic partnerships with local and regional research and innovation actors across Europe. Furthermore, it allows you to deepen your knowledge and expertise in the Working Group or Task Force topic, benefitting from mutual insights sharing among the leaders, Secretariat and European institution colleagues, and to stay at the forefront of latest developments in the field. The role also provides visibility, for example, when leaders are asked to represent ERRIN and their region in events and meetings with European institutions and partner organisations.

Responsibilities of WG leaders

- Leading the preparation of the Working Group annual plan and taking responsibility for its implementation
- Liaising with the Management Board on Working Groups outputs and reporting on activities at the Annual General Meetings
- Staying up to date on policy developments regarding the Working Group's priorities and topics and keep members informed about important topics/deadlines/opportunities/etc
- Setting up meetings with EU institutions, and, whenever relevant, drafting policy statements to be approved by the Management Board
- Representing ERRIN at external meetings
- Calling meetings of the Working Group and preparing agendas and minutes for meetings in cooperation with the ERRIN secretariat
- Participating in Working Group leaders' meetings and
- Networking with other relevant Working Groups and networks

The Secretariat will support the WG leaders by

- Providing input on agendas, contacting potential speakers, and finding venues;
- Promoting meetings and events through the website and social media; and
- Coordinating activities and identifying synergies with other Working Groups on common themes.

The position as a Working Group leader is connected to a person and their experience, interest and mandate from their office. When a person leaves their post, a new leader will be selected amongst the ERRIN membership by the other leaders. The position should generally be opened to the wider membership.

Related documents

- [Working Group leaders' guide](#)

6. PROJECT WORK

Increasing project opportunities for its members in the field of research and innovation is one of the key missions of ERRIN. In addition, the Association can be involved in projects that are aligned with our missions and further the aims and interests of the network. The Secretariat will also look to promote opportunities for

direct engagement of members in projects related to ERRIN missions and priority themes. These opportunities can cover more than projects i.e. expert roles, tenders, subcontracting etc.

The project process reflects core values such as transparency, consistency and equity, while ensuring the best opportunities for the members. It sets forth a series of tools, which can be either restricted to members or used in order to facilitate partnerships with third parties.

6.1. Project facilitation

Through the Working Groups, ERRIN provides targeted information on future EU funding programmes and related calls for proposals, while also providing a space for members to build consortia to apply for these calls. This involvement can range from formal brokerage events and project development sessions to ad-hoc opportunities for informal pairings of common interests.

To support our project development activities in a bottom-up approach that reflects the needs of our members, our website features an expanded version of the partner search tool. This tool allows all members and stakeholders from their innovation ecosystems to indicate their interest in relevant calls listed on the European Commission's funding portal. Should a call or a group of calls garner substantial interest from our members, Working Group leaders will be notified, which may initiate project development activities within the Working Group. Additionally, this tool is available to non-members who are interested in leading a consortium.

6.1.1 Project Interest Expression

ERRIN members, particularly those in the initial phases of formulating a concept note or displaying interest in a specific call, have the facility to express their interest through the enhanced partner search tool on our website. This functionality streamlines the process, allowing members to effectively communicate their project intentions and seek potential collaborations. By doing so, members can identify and connect with like-minded partners, engage in knowledge exchange, and form consortia that align with their project goals and the specific requirements of the call in question.

Furthermore, this tool offers a dynamic platform for members to not only declare their interest but also to gain insights into emerging trends and areas of high interest within the ERRIN community. This can be instrumental in shaping the direction of their project ideas and aligning them with broader network interests and objectives.

Replacing the traditional noticeboard, this tool has become a central point for both expressing interest in calls and for the ERRIN secretariat to disseminate project-related information and opportunities. It serves as a more interactive and user-friendly interface, facilitating a deeper engagement among members and a more efficient way of matching project ideas with potential partners and opportunities.

6.1.2. Partner Search

Our website allows both members and non-members to upload partner searches. These searches can be tagged to notify interested parties about specific topics. This feature enables users to showcase their project ideas and chosen calls, while specifying desired partner characteristics, such as organisation type and geographic preference. All partner searches undergo an internal review prior to publication.

6.1.3. Brokerage/Project Development Activities

The ERRIN secretariat organises brokerage events in response to substantial interest gathered from the Working Groups on specific topics or calls. These events are designed to facilitate matchmaking and advance project development. Additionally, the Secretariat can support smaller, informal meetings within Working Groups to foster the development of grassroots ERRIN projects, which do not necessarily require ERRIN's direct involvement as a partner.

6.1.4. Email updates

The "ERRIN Updates" message, which is a daily, weekly or monthly email briefing on content uploaded to the ERRIN website, now includes all project opportunities. If an ERRIN member wishes to be informed on project opportunities, they simply need to select the tag "Project Opportunity" and a link to the content will be sent to their mailbox.

6.2. Involvement in projects

The Association can also decide to be a partner in project proposals that are regarded as strategically important, in line with the network's missions, and supporting individual thematic Working Groups.

Strategic significance shall be determined based on the following criteria:

- The proposal is in line with ERRIN's priorities and supports its missions
- It generates benefits for ERRIN members, which can be in the form of tangible support to regional ecosystems on the ground, or indirect benefits such as facilitating strategic influencing of European policy and programmes
- It adds credibility and visibility towards the European Commission and other EU institutions
- It paves the way for future project opportunities for ERRIN members

6.3. Transparency

Linking to the enhanced partner search tool, our project development activities have evolved to be bottom-up, driven by member interests as expressed through our online tools. This shift ensures heightened transparency in our operations.

To maintain this transparency, especially when project opportunities arise, the Secretariat is committed to disseminating information as broadly as possible within the membership. Our approach includes the following steps:

1. Project Opportunities Sharing: ERRIN will utilise the enhanced partner search tool to communicate project opportunities. This centralised approach ensures all members have equal access to information and influence project development priorities.
2. Dissemination and Consultation: All information about project opportunities will be shared through the relevant sections of the ERRIN website. Where applicable, we will consult with members who have specific expertise in the field to harness their insights.
3. Alternative Sharing Mechanisms: In cases where ERRIN is not part of a proposal, we will inquire about the possibility of sharing the opportunity with our members. If permitted, we will implement the steps of sharing through the noticeboard and website dissemination.

6.4. Project approval process

In addition to transparency, the ERRIN Secretariat has set up a methodology in order to ensure openness and avoid competition with the network's members.

In addition to the points laid out in the transparency section, when ERRIN is invited to join a project consortium:

- The ERRIN Management Team, in conjunction with the specific Working Group facilitators within the ERRIN Secretariat, will discuss the project proposal based on the evaluation criteria laid out below.
- The final decision on whether to accept a given proposal is made by the ERRIN Management Team.

Where possible, the Association's involvement in projects should come from ERRIN Working Groups (a bottom-up approach) and be supported by both Working Group leaders and Working Group members. Moreover, the topic should be aligned with both the priorities of the respective Working Group and overall ERRIN missions.

Evaluation criteria:
- **Strategic relevance**: Does the project proposal have a strategic and/or policy link?
- **Membership coverage**: Are ERRIN members directly involved in the proposal?
- **Competences**: Does the ERRIN secretariat have the skills required to fulfil the role? Are the tasks realistic?
- **Resources**: Is the financial remuneration favourable? Does the ERRIN secretariat have available time resources, if successful?

6.5. Project support

ERRIN is committed to supporting members' project initiatives. However, due to the high volume of requests for Letters of Support and limited resources, we have established stringent criteria for their issuance. ERRIN will issue Letters of Support exclusively under the following conditions:

1. The Association was initially invited to participate in the proposal but is unable to join due to internal capacity constraints.
2. The proposal must directly involve ERRIN members, fostering collaborative efforts within the network.
3. There must be no known competing proposals involving ERRIN members to avoid conflict of interest.

Further, the following stipulations apply:

- Requests for Letters of Support are to be submitted to the ERRIN Director or Director of Projects a minimum of two months before the proposal submission deadline.
- A Letter of Support will only be considered if the proposal aligns with ERRIN's strategic objectives and values, and fulfils the above criteria.
- The ERRIN Director holds the discretion to issue a Letter of Support but reserves the right to refer any contentious requests to the ERRIN Management Board for final approval.

For post-approval project support, ERRIN members are encouraged to collaborate with relevant Working Group leaders to identify and leverage areas of mutual interest. This approach ensures alignment with ERRIN's strategic goals and maximises the benefit for the entire network.

7. POLICY WORK

7.1. Principles

ERRIN's reputation is closely linked to our ability to provide concrete input on European research and innovation policy and funding. Our input is based on regional and local experiences and expertise – as well as challenges faced by regional innovation ecosystems. We focus on providing solutions rather than listing demands and look for collaboration with policy- and decision-makers. In short, we provide constructive feedback to the European institutions that allows them to improve their proposals. This is important to establish and sustain relevant contacts.

Our mission includes the representation of regional and local actors at EU level and to bring a place-based perspective to the EU research and innovation programmes. We advocate for a fundamental change in the way that regional and local actors work together within the quadruple helix approach focusing on the wider regional development agenda and ecosystem thinking. Our policy work focuses on research and innovation policy and funding, in particular advocating for funding programmes, instruments and calls that are more impactful and better suited for local and regional actors.

For our advocacy work to have an impact we build close relationships with the EU institutions – the Commission, the Parliament, and the Council – and keep a continuous dialogue in particular with the European Commission. We foster this relationship by inviting representatives from the European Commission to most of our meetings. This activity is supported by the Management Board and the Working Group leaders and their contacts with the institutions. Our objective is also to increase the impact of the policy work by ensuring

relations with several Directorate Generals of the Commission as well as various entry points to the EU institutions.

The strategic Working Groups – Policy, Smart Specialisation, and Innovation & Investment – are key to increase the impact of our advocacy work and to address more over-arching research and innovation issues. There should be a close link between the Management Board and the strategic Working Groups. In practice, this could mean that Management Board members are responsible for a particular theme or policy area and that they participate in working group meetings, which will then be followed up and reported on at the Management Board meetings.

7.2. Process for developing policy papers

All Working Groups can follow policy developments in their thematic area and influencing EU initiatives and policy can be an integral part of the Working Group's activities. When preparing policy recommendations or position papers, the following points should be considered:

- If a Working Group is planning to prepare policy recommendations, this should ideally be included in the annual plan. The key topics and priorities for the Working Group should clearly reflect the identified EU initiatives or policy processes which will be worked on.

- The Policy Working Group has the overall coordinating role of the policy work taking place in the various Working Groups. Consequently, the Policy Working Group keeps an overview of the different policy related aspects which the various Working Groups are working on. Working Group leaders are therefore asked to present their plans to the Policy Working Group as well as to join the monthly Policy Working Group meetings to discuss the draft policy papers with the group.

- All Working Group leaders and Management Board members receive the regular communication directed to the Policy Working Group and are encouraged to actively participate in the Policy Working Group activities. Policy Working Group has a dedicated Teams channel that are used for sharing intelligence, such as draft Work Programmes, as well week as collecting inputs from the wider membership.

- The ERRIN Management Board will be informed about all policy related developments as early as possible to give them the possibility to discuss key policy positions. The Management Board needs to endorse all formal position papers before they can be published.

ANNEX 1. Scheme of delegation

Annex 1. Scheme of delegation

R = Responsibility JR= Joint Responsibility A = Approval JA=Joint Approval C= Internal review

		Member of staff	Finance & Operations Manager	Director of Projects	Director	Treasurer	Troika	Management Board	Annual General Meeting
FINANCIAL & HUMAN RESOURCES	**PURCHASING**				Subject to Belgian and EU procurement rules.				
	< €100	R							
	< €1000		R/A	C					
	€1000< €10000		R	C/A	A				
	>€10000		JR	JA	JR/JA				
	FINANCIAL REPORTING								
	Monthly		R						
	Quaterly		R	R/A					
	Audited annual accounts		R	R	R/A	C	C	A	A
	Annual budget		R	R	C	C		A	A
	HUMAN RESOURCES								
	Salaries		R	R/A	R/A				
	Director's salaries		R				A		
	MEMBERSHIP FEES AND INVOICING								
	Membership fees amounts		C	R	R	C	C	A	A
	Membership fees indexation		C	R	R	C	C	A	C