

Ministerium für Landwirtschaft, ländliche Räume, Europa und
Verbraucherschutz | Postfach 70 52 | 24170 Kiel

Minister

An den
Vorsitzenden des Finanzausschusses
des Schleswig-Holsteinischen Landtages
Herrn Christian Dirschauer, MdL
Landeshaus
24105 Kiel

Schleswig-Holsteinischer Landtag
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nachrichtlich:

Frau Präsidentin
des Landesrechnungshofs
Schleswig-Holstein
Dr. Gaby Schäfer
Berliner Platz 2
24103 Kiel

über das:
Finanzministerium
des Landes Schleswig-Holstein
Düsternbrooker Weg 64
24105 Kiel

gesehen
und weitergeleitet
Kiel, den 03.09.2025
gez. Staatssekretär Oliver Rabe

14. August 2025

Beitritt MLLEV in STRING mit neuer Rechtspersönlichkeit

Sehr geehrter Herr Vorsitzender,

Schleswig-Holstein ist seit 1999 Mitglied des politischen Netzwerks "South Western Baltic Sea Transregional Area – Implementing New Geography" (STRING). Dieses Netzwerk umfasst 16 große Städte und Regionen im südwestlichen Ostseeraum zwischen Oslo und Hamburg, darunter auch Hamburg, Kiel und die dänische Region Sjælland. Für die Koordinierung dieser Kooperation wurde 2011 ein Sekretariat gegründet, das administrativ bei der Region Sjælland in Kopenhagen angesiedelt ist. Für die Koordinierungsaufgaben zahlt jedes Mitglied seit 2011 einen jährlichen Beitrag von 74.000 Euro.

Aufgrund innenpolitischer Reformprozesse in Dänemark ist die Angliederung des STRING-Sekretariats an die Region Sjælland nicht mehr möglich, da es nicht mehr mit den künftigen Aufgaben der dänischen Regionen im Einklang steht. Deshalb ist eine Neustrukturierung erforderlich.

Um STRING neu zu organisieren, wurde die Gründung eines nicht-kommerziellen Vereins nach dänischem Recht empfohlen, bei dem die bereits teilnehmenden STRING-Partnerregionen und -städte Mitglieder werden. Dies hat den zusätzlichen Vorteil, dass das STRING-Sekretariat fortan eine eigene Rechtspersönlichkeit hat und damit Fördergelder beantragen kann und gemeinsame Projekte der STRING-Mitglieder koordinieren darf.

Das MLLEV plant, dem nicht-kommerziellen Verein STRING beizutreten, um auch weiterhin an den Aktivitäten der Kooperation teilhaben zu können. Der Beitritt geschieht in Absprache mit dem Ministerpräsidenten und dem Kabinett. Die Befassung des Verfahrensvorschlags erfolgte im Kabinett am 01.04.2025. Weder aus der Staatskanzlei noch aus den anderen Ressorts gab es Einwände.

Es sind keine automatischen Kostensteigerungen in der Vereinbarung enthalten. Die Kündigungsfrist bzw. Austritt aus dem Verein wird als angemessen bewertet (siehe STRING Statutes § 17 Withdrawal: Jedes Mitglied kann ohne Begründung mit Frist 31. März zum Folgejahr 01. Januar kündigen). Die anfallenden Kosten i.H.v. 74,0 T€ sind bereits im Haushalt bei Titel 0807 - 676 01 veranschlagt.

Mit freundlichen Grüßen

gez. Werner Schwarz

Anlagen

1. STRING Statutes (Satzung)
2. STRING Rules of Procedure (Geschäftsordnung)

AGENDA ITEM 3, ATTACHMENT 3:

STRING Statutes Version 19

2nd Political Forum

June 17th, 2025

09:45-13:00

Kiel City Hall, Fleethörn 9, 24103 Kiel, Germany

Issue	<p>For approval: Second and final approval of the STRING Statutes version 19.</p>
Background	<p>On November 24th, 2023, the Political Forum gave the mandate to the STRING Secretariat to proceed with efforts to establish STRING as an association. Since then, the Secretariat, together with the Legal Status Working Group (LSWG), comprising representatives from all four member countries, has been actively engaged in this process throughout late 2023 and the entirety of 2024. The Statutes and Rules of Procedure have undergone multiple revisions and approvals by legal experts from PwC and Poul Schmith/Kammeradvokaten, ensuring the legal quality of the documents. Moreover, the upcoming dissolution of Region Zealand as a result of the Danish Healthcare Reform has introduced uncertainty for STRING, which requires a smooth and accelerated process for a seamless transition.</p>
Solution	<p>On 4 February 2025, the Political Forum received an oral update on the progress of STRING's legal transformation—from being hosted under Region Zealand to becoming an independent, non-commercial association. At that meeting, it was agreed that members would submit written feedback, including track changes, to version 16 of the Statutes and Rules of Procedure by 1 March 2025, reflecting consolidated input from each member organisation.</p> <p>Based on this input, the Secretariat prepared version 17, which was subsequently discussed at the Steering Group meeting on 11 April and again at an alignment meeting on 22 April. Following these consultations, version 18 was developed. A final legal review by Kammeradvokaten raised concerns about the proposed use of proxies, prompting further refinement. This resulted in version 19, which introduced a legally viable compromise and was circulated on 14 May 2025.</p> <p>An extraordinary Political Forum was convened on 15 May 2025, during which members reached consensus and gave their first approval of version 19 of the STRING Statutes and Rules of Procedure.</p>
Recommendation	<p>The Political Forum is advised to give their second and final approval of STRING Statutes version 19.</p>
Procedure	<p>N/A</p>

Budget

N/A

**Responsibility and
Communication**

The STRING Secretariat.

STRING Megaregion - Statutes

[Insert entry of force]

§1 Name and legal domicile

The name of the organisation is STRING Megaregion (hereinafter referred to as “STRING”).

STRING’s legal domicile is Copenhagen, Denmark.

§2 STRING’s overall objective

STRING is a political cross-border organisation for cooperation between major cities and regions spanning from Hamburg to Oslo. STRING is registered as a non-commercial association with the Danish Business Authority. STRING is a non-profit organization that may only engage in tasks within the scope of its objectives and that are related to its members’ citizens.

§3 The objectives of STRING

The working themes and strategic focus of STRING are defined in STRING’s long-term strategy decided by the Political Forum.

The objectives of STRING are the following:

- To create a common agenda and cross-border cooperation between the members concerning the development in the STRING-geography, in the following areas:
 - Green transition.
 - Infrastructure.
- To create joint policies and initiatives between our members and to strengthen the regional development in the STRING-geography.
- To bring together actors and stakeholders at a regional and national level from our four member countries and the EU to promote, present and coordinate our joint agenda.
- To enable policy discussions at political meetings between our members and beyond.

§4 The deliveries of STRING

The overall delivery of STRING should be to create an overall vision for the future of the region aligned with the STRING strategy. To deliver on the objectives and strategic priorities, the STRING deliveries should include, but are not limited to the following:

- Creating political debates and messages from our members.
- Advocate, promote and present the joint STRING agenda to the national and EU level and in other relevant contexts.
- Creating common ground, positions and overcome disagreements between the members, for them to speak with one voice.
- PR and communication – make STRING and our key messages visible to decision makers.
- Running expert groups based on the strategic priorities.

- Initiating, supporting and managing concrete projects based on the strategic priorities.
- Producing analyses and reports that support the overall ambition.

§5 Organisational structure

STRING is governed by the following bodies:

- The General Meeting which is the highest authority of STRING, cf. § 6.
- The Political Forum which is in charge of the overall and strategic management of STRING, cf. § 7.
- The following committees and groups that handle specific business as described below and further detailed in the STRING Rules of Procedure:

- The Chairmanship Committee consists of three members of the Political Forum: the former, present and future Chair of the Political Forum. To ensure financial and operational oversight, the Chairmanship Committee may be advised by their individual members of the Steering Group when preparing meetings in the Chairmanship Committee. Notwithstanding the foregoing, members of the Steering Group shall not be regarded as members of the Chairmanship Committee. The Chairmanship Committee carries a mandate from the Political Forum and has the responsibility of functioning as a sounding board to the Managing Director for urgent political and strategic matters, to ensure financial and operational oversight as well as transparent governance.

In case a member of the Chairmanship Committee is unable to attend a meeting, the appointed alternate representative may exceptionally attend in their place, provided that the Chair of the Political Forum and the Managing Director are notified thereof in due time before the meeting. If neither the member nor the alternate member representative of the Chairmanship Committee is able to attend a meeting, the member may either abstain or appoint another member of the Chairmanship Committee as proxy holder, provided that the Chair and the Managing Director are notified thereof in due time before the meeting.

- The Steering Group that, in collaboration with the Managing Director and the Secretariat suggests policies, and strategies for adoption by the Political Forum. The Steering Groups consists of civil servants at managerial level from each member. The Steering Group is elected by the General Meeting upon proposal by each member and is chaired by the member currently holding the Chair in the Political Forum.
- The Contact Group and the STRING Secretariat collaborate closely, in supporting with tasks in STRING. The Contact Group consists of one contact person from each member organisation.
- The Managing Director is in charge of the day-to-day operations of STRING and leads the Secretariat. The Secretariat consists of staff employed by the Managing Director and carries out the overall work of STRING including servicing the Political Forum and the Chairmanship Committee, as well as collaborating with the Steering Group and the Contact Group. The Political Forum makes decisions regarding the hiring and dismissal of the Managing Director. When relevant, the Political Forum shall mandate the Chairmanship Committee to conduct a recruitment process for a new Managing Director and propose suitable candidates for a final decision by the Political Forum.

The Chairmanship Committee negotiates and decides on remunerative matters and KPIs pertaining to the Managing Director.

Decisions regarding the Secretariat's hiring, dismissal, and other employment conditions are made by the Managing Director.

The working language in STRING is English.

§6 General meeting

STRING's highest authority is the General Meeting, consisting of the appointed political representatives from each member organisation. Each member organisation of STRING can exercise their right to vote as a member at the General Meeting. Each member organisation has one vote at the General Meeting.

General Meetings must be held at the registered office of STRING or elsewhere within the STRING geography.

The annual General Meeting must be held in time for the approved annual report to be received by the Danish Business Authority in due time.

The agenda for the annual General Meeting shall include:

- Election of the chair.
- Presentation of and resolution on the annual activities for the previous year.
- Approval of the annual report of accountancy and auditing for the previous year.
- Presentation of and approval of the budget for the coming year.
- Proposal from members, if any.
- Election of the members for the Political Forum, Steering Group and the Contact Group, including an alternate representative for the Political Forum, preferably a politically elected or appointed representative.
- Election of auditor.
- Miscellaneous.

General Meetings shall be convened and organised by the Secretariat in collaboration with the Chairmanship.

General Meetings must be announced with a notice of not less than two weeks before the meeting. The Secretariat shall on behalf of the Chair of the Political Forum forward the notice convening the meeting to the members. The notice convening the General Meeting must specify the time, place, and agenda of the General Meeting. Any member shall be entitled to have a specific issue included on the agenda for an annual General Meeting if the member notifies the Secretariat of this no later than one week after having received the notice convening the meeting.

The business transacted at General Meetings must be recorded in a minute book, which will be signed by the chair of the meeting.

All resolutions at General Meetings shall be adopted by consensus. If the members have to elect a person, the person that receives the most votes will determine the voting. In the event of a tied vote for the election

of a person, the election will be resolved by drawing lots.

An extraordinary General Meeting must be held if requested by a member of the association or the Political Forum. The same procedure as for General Meetings shall apply with regard to an extraordinary General Meeting. A member's request for an extraordinary General Meeting shall be sent to the Secretariat stating the resolution that the member wishes to have on the agenda for the members to adopt. The Secretariat shall forward the request to the Political Forum which shall convene the extraordinary General Meeting within one calendar month after having received the request.

§7 The Political Forum

The Political Forum makes decisions on the overall priorities and strategies. The working themes and strategic focus of STRING are defined in STRING's long-term strategy. The strategy shall be revised by the Political Forum when needed.

Representatives in the Political Forum are nominated by each member, among its elected or appointed politicians. Additionally, each member shall appoint an alternate representative, preferably another politically elected or appointed representative, to exceptionally act in the absence of the ordinary representative. The Political Forum is elected by the General Meeting for a one-year term. Re-election may take place. The Political Forum employs the Managing Director, who manages the association as further described in the STRING Rules of Procedure.

Each member of the Political Forum has one vote.

The Political Forum is quorate when at least 2/3 of the members are present and all resolutions shall be adopted by consensus. On decisions of a principal nature or of significant importance, STRING should allow the members time to have an opportunity to put the issue forward for an opinion by their relevant political body, before a final decision is made.

The Political Forum is led by a Chair, who, in cooperation with the Secretariat, presents an agenda for the meetings in the Political Forum and is responsible for chairing the meetings.

In the Chair's absence, a politically elected or politically appointed representative from the member, who will act as the Chairmanship for the next chairing period, shall act as provisional Chair of the meeting in question.

When executing the Chairmanship of STRING, the Chair shall represent and promote the entire STRING and is assumed to represent and promote the entirety of STRING including the political agenda of STRING, and to push all key issues forward. When exercising the Chairmanship, it is advised that the member holding the Chairmanship is represented by the Chair executing the task of chairing the meeting and another representative executing the voice of that member.

In case the Chair is absent for a longer period of time, a politically elected or politically appointed representative from the member, who shall act as the Chairmanship for the next chairing period, shall act as Chair and shall have the power to sign official STRING agreements and documents in accordance with § 8.

Each member organisation has one vote in the Political Forum. In case a member of the Political Forum is unable to attend a meeting in the Political Forum, the appointed alternate representative may exceptionally attend in their place, provided that the Chair of the Political Forum and the Managing Director are notified thereof in due time before the meeting. If neither the member nor the alternate member representative of the Political Forum is able to attend a meeting in the Political Forum, the member may either abstain or appoint another member of the Political Forum as proxy holder, provided that the Chair and the Managing Director are notified thereof in due time before the meeting.

The Chair and/or the Managing Director represents STRING in the media, at events and in planned activities. When convenient, other members of the Political Forum can represent STRING in the media, at events and in planned activities.

The schedule for the Chairmanship rotation is prepared by the Secretariat and approved by the Political Forum. When preparing the Chairmanship rotation, attention shall be paid to assuring a fair national and geographic involvement of all members. Exchange of Chairmanship with another member shall be approved by the Political Forum.

§8 Power to bind

The association is bound by either the Chair of the Political Forum or the Managing Director. On matters that have a wider impact on the association and its operations, the power to bind is jointly exercised between the Chair of the Political Forum and the Managing Director.

§9 Members of the association

The members of STRING are regions and major cities in the corridor between Oslo and Hamburg.

The members of STRING are: The City of Oslo (NO), Akershus Fylkeskommune (NO), Østfold Fylkeskommune (NO), Västra Götalandsregionen (SE), the City of Gothenburg (SE), Region Halland (SE), Region Skåne (SE), the City of Helsingborg (SE), the City of Malmö (SE), the City of Copenhagen (DK), the Capital Region of Denmark (DK), Region Zealand (DK), the Region of Southern Denmark (DK), Schleswig-Holstein (DE), the City of Kiel (DE) and the Free and Hanseatic City of Hamburg (DE).

An organisation that fulfills all of the following criteria can become a member of STRING:

- The organisation is a politically governed organisation with an interest in, or influence on, the development of the STRING region; and
- The organisation adheres to the STRING overall purpose and means of implementation as described in §§ 2-4 and wishes to cooperate closely with neighboring regions as well as the rest of the STRING members and contribute actively to strategy, vision and political ambitions.

The Political Forum decides in its full discretion on the inclusion of new members in STRING.

Any member who (i) does not pay its membership fee, cf. § 12 in due time, (ii) does not acknowledge and accept these Statutes and any resolutions made in accordance with this Statutes or (iii) does not actively contribute to the overall objective and purpose of STRING, cf. § 2 and § 3, can be excluded from membership in STRING by a decision made by the Political Forum.

§10 Observers

The Political Forum may invite potential new members, cf. § 9, as observers to STRING.

Observers can participate in meetings of the Political Forum and interact in debates unless otherwise decided by the Political Forum, e.g. due to confidentiality. Observers are not entitled to participate in negotiations that are supposed to lead to decisions.

Observers can participate in Steering Group meetings if decided by the Steering Group.

Observers have no voting rights in STRING.

§11 Liability

STRING is only liable for its obligations with the assets belonging to the association at any time. The members of the association cannot be held liable for the business of STRING.

§12 Financing

Membership fees shall be invoiced by STRING to each member no later than November 15th and must be paid by each member no later than January 1st of the covered year. Changes in membership fees are to be decided by the Political Forum no later than the end of June the year prior to the year in question.

Any unspent funds can, pending a decision by the Political Forum to do so, be carried over as membership contributions to the following year unless otherwise stipulated in § 15.

§13 Accountancy and auditing

STRING's financial year runs from 1 January to 31 December. The first financial year runs from the date of the establishment to 31 December 2025.

The accountancy and auditing of STRING is conducted by an external accountant who is identified by the Chairmanship Committee and the Managing Director and approved yearly by the General Meeting, cf. § 6.

The members have the option to appoint a lay auditor, along with a deputy, to review whether STRING's activities are conducted in accordance with its mandate and the legislation of the appointing member. The member appointing such an auditor shall bear the associated costs. STRING and its external accountant are obligated to provide the documents and information necessary for the audit.

§14 Changes to the Statutes

Proposed changes to the Statutes shall be decided by consensus in the Political Forum at two consecutive meetings.

§15 Transparency and public access

STRING shall apply to transparency and the highest possible level of open access in its operations, cf. § 7 in Rules of Procedure.

If STRING hires a private contractor, the association shall ensure that their contract allows public access to information about the outsourced activities.

§16 Dissolution

The association can be dissolved, if the General Meeting decides on the dissolution by utilising the same procedure as for changes to the Statutes described in §14. Should STRING be dissolved, any excess funds will be equally divided between the members of the STRING at the time of the dissolution.

§17 Withdrawal

Each member can, without stating any particular reason, choose to withdraw its STRING membership. The member shall notify the Chair and the Secretariat in writing no later than March 31st in order to withdraw from STRING on January 1st the following year. Other members of STRING shall without delay receive a written notification of the withdrawal from the Secretariat. A withdrawal by an individual member does not make the organisation null and void for the remaining members, and potential ramifications for remaining members will be decided by the Political Forum.

Any excess contribution from the withdrawing member will be returned to the withdrawing member no later than 6 months after the entry into force of the withdrawal.

§18 Governing law and disputes

These Statutes are governed by and shall be interpreted in accordance with Danish law, excluding its conflicts of law rules.

The members must seek to settle amicably any dispute arising out of these Statutes, including any dispute concerning the existence or validity of the Statutes, no later than 21 calendar days after receipt of notice from a member including a detailed description of the dispute.

Any dispute arising out of or in connection with these Statutes, including any disputes regarding the existence or validity thereof that cannot be settled amicably, shall be settled by the courts of Denmark.

§19 Validity

These Statutes are valid as of the date of the establishment of the non-commercial association.



Signed by the members of STRING:

For the City of Oslo:

For Akerhus Fylkeskommune:

For Østfold Fylkeskommune:

For Västra Götalandsregionen:

For the City of Gothenburg:

For Region Halland:

For Region Skåne:

For the City of Helsingborg:

For the City of Malmö:

For the City of Copenhagen:

For the Capital Region of Denmark:

For Region Zealand:



For the Region of Southern Denmark:

For Schleswig-Holstein:

For the City of Kiel:

For the Free and Hanseatic City of Hamburg:

AGENDA ITEM 3, ATTACHMENT 3:

STRING Rules of Procedure Version 19**2nd Political Forum**

June 17th, 2025

09:45-13:00

Kiel City Hall, Fleethörn 9, 24103 Kiel, Germany

Issue

For approval: Second and final approval of the STRING Rules of Procedure version 19

Background

On November 24th, 2023, the Political Forum gave the mandate to the STRING Secretariat to proceed with efforts to establish STRING as an association. Since then, the Secretariat, together with the Legal Status Working Group (LSWG), comprising representatives from all four member countries, has been actively engaged in this process throughout late 2023 and the entirety of 2024. The Statutes and Rules of Procedure have undergone multiple revisions and approvals by legal experts from PwC and Poul Schmith/Kammeradvokaten, ensuring the legal quality of the documents. Moreover, the upcoming dissolution of Region Zealand as a result of the Danish Healthcare Reform has introduced uncertainty for STRING, which requires a smooth and accelerated process for a seamless transition.

Solution

On 4 February 2025, the Political Forum received an oral update on the progress of STRING's legal transformation—from being hosted under Region Zealand to becoming an independent, non-commercial association. At that meeting, it was agreed that members would submit written feedback, including track changes, to version 16 of the Statutes and Rules of Procedure by 1 March 2025, reflecting consolidated input from each member organisation.

Based on this input, the Secretariat prepared version 17, which was subsequently discussed at the Steering Group meeting on 11 April and again at an alignment meeting on 22 April. Following these consultations, version 18 was developed. A final legal review by Kammeradvokaten raised concerns about the proposed use of proxies, prompting further refinement. This resulted in version 19, which introduced a legally viable compromise and was circulated on 14 May 2025.

An extraordinary Political Forum was convened on 15 May 2025, during which members reached consensus and gave their first approval of version 19 of the STRING Statutes and Rules of Procedure.

Recommendation

The Political Forum is advised to give their second and final approval of STRING Rules of Procedure version 19.

Procedure	N/A
Budget	N/A
Responsibility and Communication	The STRING Secretariat.

STRING Rules of Procedure

[Insert entry of force]

Adopted by the General Meeting.

§1 Governance

STRING is governed by the General Meeting and the Political Forum, which is in charge of the overall strategic governance of STRING.

The Political Forum is chaired by a representative from one of its members on an annually rotating basis (hereafter referred to as either “the Chair” or “the Chairmanship”). On matters related to the order of the Chairmanship, reference is made to the STRING Chairmanship rotation in the STRING Statutes, § 7.

§2 Political Forum

All members of STRING are represented in the Political Forum by one elected or appointed political representative per member. Each member nominates a member and one alternate representative to the Political Forum at the General Meeting. Another 1-2 political representatives from each member may participate in meetings. Each member has one vote. The Political Forum is quorate when at least 2/3 of the members are present, and all resolutions shall be adopted by consensus.

In case a member of the Political Forum is unable to attend a meeting in the Political Forum, the appointed alternate representative may exceptionally attend in their place, provided that the Chair of the Political Forum and the Managing Director are notified thereof in due time before the meeting. If neither the member nor the alternate member representative of the Political Forum is able to attend a meeting in the Political Forum, the member may either abstain or appoint another member of the Political Forum as proxy holder, provided that the Chair and the Managing Director are notified thereof in due time before the meeting.

The following principles shall apply to the operations of the Political Forum:

- The Political Forum makes decisions on the overall policies and strategies of STRING. The Political Forum also approves the overall goals of STRING.
- 3 meetings shall be held in the Political Forum every year. At least one of those meetings shall be held in the Chair’s corresponding region or city. One Political Forum meeting should, if possible, be held in conjunction with a larger event arranged by STRING. One of the Political Forum meetings will take place at the same day and the same place as the General Meeting.
- The agenda and attachments for meetings shall be forwarded to members of the Political Forum no later than 2 weeks in advance of the meeting.
- Proposals for agenda points for a given meeting in the Political Forum shall be forwarded to the Chair and the Secretariat no later than 3 weeks prior to the meeting.

- The Political Forum decides on general employment terms for the Managing Director of STRING based upon recommendations made by the Chairmanship Committee.
- Each individual member is responsible for assuring that their political and administrative organisation is continuously informed of the decisions made by the Political Forum, and that the member organisations are well prepared for the implementation of such decisions.

§3 The Chairmanship Committee

The Chairmanship Committee carries a mandate from the Political Forum and has the responsibility of ensuring financial and operational oversight and transparent governance, as well as functioning as a sounding board to the Managing Director for urgent political and strategic matters. The Chairmanship Committee is the Chairing Committee of the Political Forum.

The Chairmanship Committee consists of 3 members of the Political Forum; the former Chair, the present Chair, and the future Chair. To ensure financial and operational oversight, the Chairmanship Committee may be advised by their individual members of the Steering Group when preparing meetings in the Chairmanship Committee. Notwithstanding the foregoing, members of the Steering Group shall not be regarded as members of the Chairmanship Committee.

In case a member of the Chairmanship Committee is unable to attend a meeting, the appointed alternate representative may exceptionally attend in their place, provided that the Chair of the Political Forum and the Managing Director are notified thereof in due time before the meeting. If neither the member nor the alternate member representative of the Chairmanship Committee is able to attend a meeting, the member may either abstain or appoint another member of the Chairmanship Committee as proxy holder, provided that the Chair and the Managing Director are notified thereof in due time before the meeting.

The Chair of the Political Forum automatically assumes the Chairmanship of the Chairmanship Committee. The Chairmanship Committee may be given specific mandates by the Political Forum to make decisions on behalf of the Political Forum.

The Chairmanship Committee meets 3 times a year in between the Political Forum meetings to ensure efficient operation and coordination of the Association; however, special meetings can be organised if deemed necessary by the Chair of the Chairmanship Committee or by the Managing Director. One or several meetings can be held virtually.

The following principles shall apply to the operations of the Chairmanship Committee:

- In collaboration with the Managing Director, the Chairmanship Committee identifies and proposes an external accountant to the General Meeting, to compile financial statements and ensure that the association meets its financial reporting and tax obligations.
- The Chairmanship Committee receives bi-annually budgetary updates and oversees an annual review of financial statements from the Secretariat, before presenting key findings to the General Meeting, ensuring financial transparency and integrity.

- The Chairmanship Committee shall ensure that the Association adheres to sound guidelines regarding ethical organizational practices and the judicious management of staff.
- The members of the Chairmanship Committee should maintain close contact between itself and the Managing Director, also in between meetings. The Chair of the Chairmanship Committee will serve as the main point of contact for the Managing Director and shall be available for dialogue in between meetings.
- In the event that this becomes relevant, the Political Forum shall mandate the Chairmanship Committee to conduct a recruitment process for a new Managing Director and propose recommendations for suitable candidates for a final decision to be made by the Political Forum.
- The Chairmanship Committee is mandated to negotiate and decide on remunerative matters and KPIs pertaining to the Managing Director.

§4 The Steering Group

The Steering Group represents members of STRING at a senior civil servant level, and, in collaboration with the Secretariat, suggests policies and, strategies for adoption by the Political Forum.

The Steering Group has one representative from each member. In addition to this, another Steering Group representative from each member may participate.

In the event that a Steering Group member is unable to participate in the Steering Group meeting, the right to participate may be transferred to an appointed civil servant. This must be communicated in writing beforehand to the Chair of the Steering Group and the Managing Director. Such alternate representative shall attend the meeting equipped with a full mandate to participate in the decision-making process.

The Steering Group shall conduct 3 meetings per year, which should, among other things, serve as preparation for the Political Forum meetings.

The Steering Group is chaired by the member currently holding the Chairmanship of the Chairmanship Committee of STRING.

The Steering Group is quorate when at least 2/3 of the members are present, and all resolutions shall be adopted by consensus.

The following principles shall apply to the operations of the Steering Group:

- The Steering Group shall continuously introduce and foster relevant ideas for new STRING activities and actions and shall present such ideas for discussion at Steering Group meetings.
- Each Steering Group member carries the responsibility for ensuring that this particular member contributes to STRING's work.
- The Steering Group has the mandate to propose working and expert groups as aid to the STRING Secretariat in the execution of decided tasks.
- The Steering Group members, or alternate representatives from the member organisation, shall

actively contribute to the respective working groups, and thereby contribute to STRING's overall strategic initiatives.

- The Steering Group can invite observers to participate in Steering Group meetings.

§5 The Contact Group

The Contact Group and the STRING Secretariat collaborate closely, in supporting with tasks in STRING.

The Contact Group has one representative from each member of STRING.

The following principles shall apply to the operations of the Contact Group:

- The Contact Group is responsible for relaying information to the Secretariat on issues including, but not limited to, the planning of meetings, meeting content, thematic knowledge, support around the planning of events, communication and the general opinion of the represented member towards certain political stances.
- The representatives of the Contact Group are responsible for assuring that their political and administrative organisation are informed of the work conducted by Contact Group and information received from the Secretariat.

§6 The Managing Director and the STRING Secretariat

The Managing Director is in charge of the day-to-day operations of STRING.

A Secretariat has been established to support the Political Forum and the Chairmanship and to work closely with the Steering Group and other working groups.

As the Association's contracting entity, the Secretariat also serves as the operational hub for the Association's employees and shall ensure compliance with any laws, regulations, and agreements applying to the Association as a non-commercial association in Denmark.

The Secretariat reports to the Managing Director who reports to the Political Forum.

Any decision regarding the overall operational conditions and location of the STRING Secretariat shall be made by the Political Forum and in accordance with the STRING Statutes § 1.

The tasks of the Managing Director and the Secretariat shall include, but not be limited to, the following:

- Servicing the Political Forum, the Chairmanship Committee and the Steering Group.
- Deliver on STRING's strategy and decisions made by the Political Forum in collaboration with members and other stakeholders. This is done through a variety of activities such as, dialogues and discussions, facilitating, planning and executing cross-border activities and specific projects, joint analysis, meetings, seminars in line with budget.
- Planning and handling STRING meetings such as General Meeting and meetings in the Political Forum, the Chairmanship Committee and the Steering Group. Meetings are planned in close

cooperation with the Chairmanship.

- Assisting the STRING members to coordinate and execute development projects and the development of new cooperation areas within the framework of STRING's overall strategy.
- Proposing, initiating and managing specific projects within the framework of STRING's priorities.
- Proactively promoting the STRING agenda through advocacy and communication about the STRING cooperation, its activities and political ambitions.
- Submitting, in cooperation with the Chairing Committee, a written yearly account to the General Meeting. The yearly account must show the income and expenditure for the previous year.
- Ensure sound management of finances and operations in accordance with Danish laws.
- Presenting draft accounts and draft budgets for upcoming years to the General Meeting.
- Preparing a yearly workplan for the following year, in collaboration with the Steering Group, to be presented to the Political Forum for adoption no later than at the 2nd meeting of the Political Forum. The Managing Director will give information to the Political Forum on a continuous basis on the STRING activities and results. The Managing Director is obliged to inform the Political Forum if there are substantial divergence in activities compared to the approved plans.
- The Managing Director of STRING is responsible for the management of tasks in the yearly workplan.
- The Managing Director is responsible for overseeing the organisation's human resources functions, such as recruitment of staff, performance management and working environment.
- Cooperating with central stakeholders in business life, universities, labor organisations, employers' associations and NGO's in order to represent STRING and establish cooperation, networks and projects that support the overall vision and objectives of STRING.
- Continuous dialogue and coordination with other relevant parties.
- The Secretariat's operations must reflect the ethical standards and norms held by the members as public authorities, while recognizing that STRING operate as a non-commercial association.

§7 Open Access

STRING shall apply to transparency and the highest possible level of open access in its operations. Information held in public documents may not be provided if the dissemination of the information could adversely affect:

1. The security of a member's state or its autonomous territory, or its relations with another state or autonomous territory, or with an international organization
2. The central fiscal, monetary or currency policy of a member's state
3. The inspection, control or other supervisory activities of a public authority
4. The interest of preventing or prosecuting crime
5. The economic interests of the public institutions
6. The protection of the personal or economic circumstances of private subjects
7. The preservation of animal or plant species

§8 Accountancy and auditing

- Annually, following the close of the fiscal year, the external accountant shall present the audited financial statements for that year to the Managing Director and the Chairmanship Committee

certifying their accuracy. After adoption by the Chairmanship Committee the audited financial statements shall be presented to the General Meeting for approval.

- The accountancy and auditing of STRING is conducted by an external accountant who is identified by the Chairmanship Committee and the Managing Director and approved yearly by the General Meeting.

§9 Meeting expenses

- STRING members are responsible for their own travel expenses in connection with meetings.
- The member hosting a meeting is responsible for covering the overall meeting expenses. The hosting of meetings should fairly and evenly rotate between the members of STRING.

In accordance with the above and for the avoidance of doubts, the Chairmanship is expected, but is not obliged to cover the costs for larger events initiated by the Chairmanship during its presidency.

§10 Funding

Unless otherwise stipulated in § 8 above, the costs for running STRING including the Secretariat shall be shared equally by the members of STRING and covered by the annual STRING membership fee payable by each member (which at the time of the establishment of STRING is 74,000 EUR per year per member.)

The STRING membership fee shall be disbursed to the STRING's bank account once a year on January 1st by transfer to the account stated in the invoice.

§11 Entry into Force

These Rules of Procedure shall be valid as of the date of the establishment of STRING as a non-commercial association.

§12 Final Provisions

To become effective, any amendments and additions to these Rules of Procedure must be in writing and approved by the Political Forum.

In the event that any part of these Rules of Procedure should be partly or wholly invalid or should any part prove to be or become infeasible, the validity of Rules of Procedure as a whole shall not be affected. Thus, in such a case the members are obliged to adhere to the remaining clauses of the Rules of Procedure in good faith.

In case of any discrepancy between the STRING Statutes and these Rules of Procedure, the STRING Statutes shall prevail.

§13 Changes to the Rules of Procedure

Proposed changes to the Rules of Procedure must be presented in writing and shall be decided by consensus by the Political Forum.



Signed by the members of STRING:

For the City of Oslo:

For Akerhus Fylkeskommune:

For Østfold Fylkeskommune:

For Västra Götalandsregionen:

For the City of Gothenburg:

For Region Halland:

For Region Skåne:

For the City of Helsingborg:

For the City of Malmö:

For the City of Copenhagen:

For the Capital Region of Denmark:

For Region Zealand:



For the Region of Southern Denmark:

For Schleswig-Holstein:

For the City of Kiel:

For the Free and Hanseatic City of Hamburg:
