

BYLAWS (= internal rules and regulations)

Covering all issues which should be "regulated" and/or fixed in writing but are not part of the statutes.

Decided by the General Assembly 2012

- amendments decided by General Assembly 2014
- new system of activities added in Spring '15
- new Membership Fees and Code of Ethics added after GA '15
- further changes made in autumn 2016
- corrections added in spring 2017
- corrections and additions added until autumn 2018
(consequences of change of statutes in 2017 and other changes)



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European Choral Association – Bylaws

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European Choral Association – Bylaws

1. Introduction

The Bylaws of the European Choral Association – Europa Cantat gather in one document all issues of the association regulated outside the statutes, in order to ensure good information management. These Bylaws have been suggested by the Board and General Secretariat of the European Choral Association – Europa Cantat and approved by the General Assembly in November 2012. Changes in the Bylaws (other than changes in statutes) do not need to be registered officially. Any changes suggested by the Board during the year need to be presented to the membership at the next General Assembly.

Roles and Responsibilities of Board members

The Board of the European Choral Association – Europa Cantat consists of 11 Board members elected by the General Assembly and up to 2 additional co-opted Board members (see statutes article VI). The 11 elected Board members elect the Executive Board with the President, two to three Vice-Presidents and the Treasurer among themselves. The Executive Board shall manage the current affairs of the association, and monitor the work of the staff of the General Secretariat. This requires regular communication with the General Secretariat and among the group, with decisions taken by means of electronic communication (telephone, e-mail, skype and others) between physical meetings. Each member of the Executive Board can represent the association individually.

Co-optations: The Board may but does not have to co-opt but may co-opt 1 or 2 additional Board members to bring expertise into the Board which may be missing among the elected Board members. If none of the elected Board members is under 35, the Board must co-opt one young person under this age. Once a person has been co-opted to the Board, he/she has the same rights as elected Board members.

Further details in article VII of the statutes.

- 2.1 The **President** of the association takes an overall perspective on the functioning and direction of the association, including the needs of the membership, the Board, the commissions and committees and the staff. He/she shall chair the meetings of the General Assembly, the Board and the Executive Board and prepare the agendas for these meetings in cooperation with the Secretary General and in accordance with the statutes. He/she shall represent the association towards the outside and shall be supported by the other members of the Executive Board (2-3 Vice-Presidents and Treasurer, see below) in this task. He/she can delegate certain issues and tasks to other members of the Executive Board or the Secretary General.
Further tasks are fixed in articles VI and VII of the statutes.
- 2.2. The **1st and (optional) 3rd Vice-President** are deputies of the President and replace him/her in case of his/her absence, illness or other circumstances through which the President may be unable to fulfil his/her responsibilities as described above and in the statutes. They cooperate closely with the President and the other members of the Executive Board.
- 2.3. The chair of the Music Commission of the European Choral Association – Europa Cantat automatically becomes the **2nd Vice-President** of the association (see article X of the statutes). He/she is a full member of the Executive Board and a deputy of the President, as the 1st and 3rd Vice-President.

- 2.4. The **Treasurer** of the association shall oversee the financial situation of the association. The staff of the General Secretariat shall provide him/her with access to online banking and with details of the accounting system of the association, used for the accounting done in the General Secretariat. He/she is responsible for the presentation of the final accounts and budgets of the association to the General Assembly and shall attend the annual financial audit if possible. He/she shall contribute to the developing of strategies for fundraising and securing cashflow for the association.
- 2.5. **Other Board members** are expected to attend at least two or three Board meetings per year of 4 days each (including arrival and departure day), one of which is in connection with the annual General Assembly. They should be prepared to work between the meetings by e-mail, skype and other online communication tools and to represent ECA-EC at other events from time to time, reporting back after the event. The working language of the Board is English. For further details see article VI of the statutes.
- 2.6. **Internal rule on Artistic positions at activities under the label of ECA-EC**
Board members will not be allowed to conduct at any of the central activities of ECA-EC during their term of office. This rule applies for any paid artistic position at all **activities of ECA-EC** (which are the EC-Festival, EC junior, Youth Choirs in Movement, Eurochoir, the World Youth Choir, the Competition for Young Conductors and possible other future activities). This means that members of the Board, Music Commission or Youth Committee of ECA-EC should not:
- conduct ateliers at EUROPA CANTAT festivals, EC junior and Youth Choirs in Movement
 - accept a position on the jury in the Competition for Young Conductors
 - conduct the Eurochoir or the World Youth Choir

It is possible for members of the Board, Music Commission and Youth Committee to accept paid artistic positions at **activities organised in partnership with ECA-EC** (e.g. the Choralies, the Singing Weeks, the Academies for Young Conductors and Composers etc.).

Smaller, non-paid contributions are also possible (e.g. lectures at conferences, discovery ateliers or lectures for conductors and composers at the EC festival or other activities of ECA-EC), though they need to be approved by the Executive Board of ECA-EC.

This rule has been established on the basis of earlier experiences. It contributes to a greater transparency and makes sure that nobody active in a statutory body of ECA-EC can be accused of having unfair advantages from this position. It also facilitates evaluation of activities of ECA-EC.

- 2.7 **Code of Ethics:** All candidates to the Board are asked to sign a Code of Ethics developed by the Board in 2015 (see Annex 2.7) – *added upon decision of GA 2015.*

2.8 Board Elections: The Board is elected every three years at the General Assembly following the EUROPA CANTAT festival. Board members are elected for a mandate of three years which can be renewed twice, so that they can be elected for a total maximum of 9 years. Any member of the European Choral Association - Europa Cantat, (individual member, representative of a member choir or organisation which has paid its membership fee by September 30th of the election year) can be a candidate to the Board or can be nominated by others. All candidatures (including those of Board re-presenting their candidature after their first or second mandate) must reach the General Secretariat in written form at a day fixed in the invitation to the corresponding General Assembly, not later than two months (*changed to allow a campaign for the remote elections*) before the General Assembly. Submissions should include the motivation for being a candidate (including a possible field of focus while on the Board), a personal biography, a photo, a video for the online campaign, the signed code of ethics (see point 2.7) and the candidate's answers to questions (available at the General Secretariat).

Candidatures submitted after the indicated date will not be accepted since the membership must have the possibility to review candidatures in advance.

In October 2017 the General Assembly decided to allow individual members and member choirs to participate in Board elections through remote voting (see statutes Article V – 4d). For each election a deadline will be set by which these members have to register for remote elections so that the voting process can be prepared well and in a transparent way. There will be an online election campaign with written documents and videos from all candidates, by the end of which remote elections will take place. The members concerned will be informed directly before each election.

According to the statutes, "c) the individual members and family members present at the General Assembly have 1 vote per nation (according to UNESCO-definition)." The distribution of members to country groups will be based on the country of residence of the members. Choral organisations can only vote by delegating a representative physically present during the General Assembly.

In order to aim at a balanced Board with gender balance, age balance and geographical balance, the presentation of Board members online and on the voting slip will be done by showing the name, the country of residence and the date of birth of each candidate. Exceptions have to be decided by the Executive Board.

In the voting process, each voting member can vote for a maximum of 11 candidates (total number of elected seats) and a minimum of 6 candidates. Voting slips with more or less votes will be considered invalid. A voting committee with representatives of the membership will make sure that the counting of votes is correct and that the remote voting was done in a correct, fair and transparent way while keeping the vote anonymous.

Once a person has been elected to the Board, they are Board members as persons, not as representatives of member choirs or member associations, even if their candidatures were supported by such members. This also means that they may remain Board members even if they should lose their position within a member association or member choir during the course of a mandate.

Starting with the first meeting after the General Assembly at which Board members were elected, the travel expenses to the meetings and food and hotel accommodations during the meetings will be covered by the European Choral Association - Europa Cantat according to the rules explained in article 3 of these Bylaws, as far as the budget allows it. Nevertheless, economic difficulties should not prevent anyone from presenting their candidature.

3. Membership matters

For types of members and the procedure of accepting members, see Statutes, Article III. Membership application forms, the latest version of the statutes and other useful documents can be found on our website under “Join Us”

3.1 Advantages of membership

There is a document explaining the advantages of membership for all members as well as additional advantages for member organisations of the different types (see [Annex 3.1](#)).

3.2 Membership obligations

By signing the application form, members agree to pay the annual membership fee. Individual members and member choirs have to pay the fee before March 31st of the corresponding year. Member organisations have to pay before September 30th of the corresponding year – organisations paying their fee before March 31st get a discount of 5%. Only members having paid their membership fee of the current year may vote at the General Assembly and stand for elections to the Board. Exceptions (for member organisations) based on special circumstances must be decided by the Board upon receipt of a written explanation of the organisation concerned with a promise of payment.

Members accept to be contacted by other members in search of information, contacts or exchange partners.

Member organisations also agree to supply the European Choral Association – Europa Cantat with information and data necessary in order to assemble statistics on choral life in Europe.

3.3 Votes and fees

The number of votes per membership category is fixed in article V of the statutes, details are explained in the document “votes and fees”. The membership fees are decided by the General Assembly. The Board may suggest a rise of membership fees to the General Assembly every three years, based on inflation .

The current overview on votes and fees is attached to these Bylaws ([Annex 3.3](#))

4. Agreement with partners and sponsors

4.1 Cooperation agreements with partners activities under the label of ECA-EC

Practically all events of the European Choral Association – Europa Cantat are organised or offered in partnership / cooperation with one or several partner organisations. At least one of the partners should be a member of ECA-EC and if ECA-EC has an umbrella organisation or one or several member organisations in the respective countries, at least one of the organisations must be aware of the cooperation and must agree with it.

Since all activities carrying the label of ECA-EC should reflect the spirit of the association and focus on its main aims, and participants must be able to recognize certain common features at events with this label, there is a set of additional requirements with regard to the content, the formal structure and the finances of these events which need to be fulfilled. All events which will appear in the list of “events under the label of the European Choral Association – Europa Cantat” in the three categories, “Events of ECA-EC”, Events in partnership with ECA-EC” and “Events from the network promoted by ECA-EC” will be printed in the brochure with the annual programme, and ECA-EC has developed a set of guidelines with a cooperation agreement which needs to be signed by ECA-EC and the cooperation partner. In the online calendar of events as well as in the infopart of ECmagazine the events of ECA-EC and the events “in partnership with ECA-EC” show the logo of ECA-EC. Details on the new system of activities can be found in [Annex 4.1](#).

For the EUROPA CANTAT festival and EUROPA CANTAT junior, specific guidelines are developed in agreement with the partner organisations for each event.

The European Choral Association – Europa Cantat may also enter into cooperation with non-profit or for-profit organisations and institutions which would like to achieve a common goal with the association. This cooperation can have the form of:

4.2 Partnership agreements with business partners for specific projects

A request for partnership has to be done in writing and sent to the board of the European Choral Association – Europa Cantat. Partnerships are subject to approval by the board. In case of positive outcome, a written agreement indicating terms, object, conditions, duration will be signed by both parties.

4.3 Sponsorship agreements

e.g. sponsorship agreements with for-profit bodies, public or private institutions which may but do not have to be related to choral music (e.g. travel agencies, insurances, foundations or others). A request for partnership has to be done in writing and sent to the board of ECA. Partnerships are subject to approval by the board. In case of positive outcome, a written agreement indicating terms, object, conditions, duration will be signed by both parties.

5. Refunds for travels and meetings including food and accommodation

The European Choral Association – Europa Cantat refunds travel expenses and costs for food and accommodation, as far as the budget allows it, to:

- All **Board** members (to all Board meetings including the General Assembly, as well as to events where a Board member officially represents the association upon decision of the Board or the Executive Board) - nevertheless, economic difficulties should not prevent anyone from presenting their candidature
- All members of the **Youth Committee** (to all meetings of the Youth Committee, the number of meeting depending on the available budget, and sometimes to events where a member of the Youth Committee officially represents the association with the approval of the General Secretariat)
- All members of the **Music Commission** in as far as the costs are not covered from the budget of the EUROPA CANTAT festival (to all meetings of the Music Commission)
- The **financial auditors** (for the audit itself and for the General Assemblies at which the results of the audit will have to be presented)
- **Representatives of the regional centres** – Central Eastern European Centre in Pomáz and Mediterranean Office for Choral Singing in Barcelona – for travels within the region or to meetings, within the frame of the available budget
- **Staff members** working in the General Secretariat in Bonn
- **Working group members and other persons** invited to join meetings in relation with the work programme of ECA-EC

The rules according which these expenses will be covered or refunded, are fixed in a document – see [Annex 5](#). These rules are mostly based on rules imposed by the European Union and/or the German government, some are based on strategic decisions of the Board

6. Staff issues

6.1 Secretary General

According to the statutes, the European Choral Association – Europa Cantat must have a Secretary General and/or Executive Manager (see statutes, article IX). Since 2002 the European Choral Association has had Sonja Greiner as Secretary General.

6.1.1. Contractual issues

The Secretary General currently has an unlimited contract according to German law, which was originally based on the BAT system which is used for employees of public institutions. At the time she was in BAT IIa, later she was promoted to BATIb when she became Secretary General in 2002. The system was changed to TVÖD level 14/5 in 2005. This contract means that her salary is automatically adapted according to the rules fixed between Unions and the government. The salary payments are handled by a tax office which is always up to date on these rules as well as percentages to be paid for social security, taxes etc.

6.1.2 Job Description

The job description for the Secretary General was updated by the Board in 2002 before signing the new contract for Sonja Greiner (see [Annex 6.1.2](#))

6.1.3 Special agreements concerning finances

In addition the Board decided about certain rules and procedures for the Secretary General and other staff members, concerning the handling of finances of the association (see [Annex 6.1.4](#))

6.2 Office Manager

6.2.2 Contractual issues

After some interim years with different systems, the contract for the position of Office Manager is also based on the German TVÖD system. The current office manager received an unlimited contract with a 3 months' notice in 2017.

6.2.3 Job Description

The job description for the Office Manager was updated in 2017 (see [Annex 6.2.2](#))

6.3 Project Manager

The European Choral Association – Europa Cantat may employ project managers for specific projects. According to her contract Sonja Greiner has the right to employ these persons. The first project manager was employed for VOICE for the project from September 2012 until July 2015, followed by a contract from ECA-EC, co-funded by different partners and through different EU-funded projects. (Job Description – see Annex 6.3)

6.4 Communication Manager

The European Choral Association – Europa Cantat may create the position of a communication manager who can be employed by the Secretary General with the approval of the Board. Thanks to the EU Network Funding ECA-EC has been able to create such a position in 2017. (Job Description – see Annex 6.4)

6.5 Other staff members

Further staff members which may be employed by the Secretary General with the approval of the Board are trainees, volunteers according to the German system of "Freiwilliges Soziales Jahr" and student helpers or other part-time helpers, as well as positions defined in specific applications.

6.6 Staff appraisals

In 2002 the Board decided that there shall be annual appraisals for the full-time staff members. For details see [Annex 6.5](#).

7. Youth Committee

According to article X of the statutes, the Board of the association can create additional committees for particular subjects. In 2002 the Board thus decided to create a Youth Committee for the increase of youth participation within our association and our membership. The Guidelines of the Youth Committee have to be approved by the Board. The members of the Youth Committee (up to maximum 8) can be suggested by the previous youth committee, on the basis of young people suggested by member organisations and young people drawn from the youth network of the association. The members of the youth committee can elect a chair, but all the members and the chair have to be approved by the Board (see paragraph X of statutes). The membership of the Youth Committee and the Guidelines must be renewed at the beginning of each new Board mandate (after the electing General Assembly in the year of the festival). The Youth Committee may ask to have a Board member as mentor.

For the current general guidelines see [Annex 7](#). Further details can be added every three years before each electing General Assembly.

8. Music Commission

According to article X.1 of the statutes the European Choral Association – Europa Cantat must have a Music Commission with 6 to 9 members, and the chair of the Music Commission must become Vice-President of the association. However, the Board shall decide every three years how the Music Commission is related to the EUROPA CANTAT Festival, whether there shall be a separate Festival Music Commission or whether the Music Commission of ECA-EC shall have as its main task to prepare the musical programme of the festival, and which should be the relationship to one or several local, regional or national music commissions connected to the festival.

For the structure used until 2018, see [Annex 8](#). The Board may adapt this structure at any time within the frame covered by the statutes. Any change that requires a change of statutes has to be approved by the membership.

Members of the Music Commission can be suggested by member organisations, by Board members, by members of the previous Music Commission and by the Youth Committee. It is then the newly elected Board that nominates the members of the Music Commission among these candidatures /proposals and any proposals they may wish to add themselves.

Members of the Music Commissions will not be allowed to conduct at any of the "Activities of ECA-EC" during their term of office. Exceptions have to be decided by the Executive Board. Conducting workshops at "Activities in partnership with ECA-EC" or "Activities promoted by ECA-EC" is possible). (For the definition of what are "Activities of ECA-EC" see annex 4.1)

9. Advisors and Music Consultants

In addition the Board of the association started building a network of advisors and music consultants who support the Board and Music Commission of the association .

Advisors are former Board members of Europa Cantat and AGECE / of the European Choral Association – Europa Cantat as well as former members of the Music Commission who wish to stay in touch with the association. Every three years, after the elections, the new Board makes a list of possible advisors and they are asked if they wish to have this position.

Music Consultants are selected musicians from countries or regions not represented on the current Board and Music Commissions of the European Choral Association – Europa Cantat. Every three years, after the elections, the new Board makes a list of potential music consultants who are then contacted by the General Secretariat. Once they have agreed, the list is published on the website and in other publications.

Annex 2.7– Code of Ethics**CODE OF ETHICS for the members of the EXECUTIVE Board, the BOARD and the COMMISSIONS of the European Choral Association – Europa Cantat.**

Approved by the Board of ECA-EC in October 2015 and by the General Assembly in November 2015

VALUES OF ECA-EC

The European Choral Association - Europa Cantat is the result of a merger between Europa Cantat - European Federation of Young Choirs (EFYC), founded in 1960/1963 and the Arbeitsgemeinschaft Europäischer Chorverbände (AGEC), founded in 1955. The merger was completed in January 2011.

The European Choral Association – Europa Cantat (ECA-EC) is a European organization aimed at contributing to the mutual understanding among the European nations, their music, their languages and their cultural life.

The European Choral Association is a democratic organization that respects the values as described in the Convention of the protection and promotion of the diversity of cultural expression 2009²

The organization recognizes and respects the participative democracy and the distinctive spiritual, material, intellectual and emotional features that characterize our society, including not only the arts and letters, but also the modes of life, the rights of the human being, the value systems, the traditions and the philosophies.

The activities and the membership of the association are open to everyone, without any restriction based on political and religious opinion, gender, sexual orientation, race or citizenship.

Consequently, ECA-EC has no links with ideological movements, religions or political parties. The board can decide to comment on cultural, social and political situations or can even take position in those issues.

This Code of Ethics does not mention the staff of the association, since the rules for staff members are regulated by the law of the country in which the association is based / the staff members are employed.

CODE ETHICS OF ECA

1. Any person, accepting a public mandate in ECA-EC, such as a Board member or member of a commission, shall respect the values of ECA-EC and shall always work in the spirit of these values during its tenure or when making public statements.
2. The members of the Executive Committee, the Board and the Commissions are elected as private persons and not as representatives of their national choir organization or any other institution that may have supported their candidature.
3. The members of the Executive Committee, the Board and the Commissions should avoid any circumstance that could give rise to a conflict between the organization ECA-EC and their professional or private interests. Any risk of conflict of interest shall be submitted to the board.
4. The members of the Executive Committee, the Board and the Commissions assure the confidentiality of all data provided by the organization ECA-EC, unless the latter agrees to its publication or if its disclosure is required by applicable laws or regulations.
5. The members of the Board, the Music Commission and the Youth Committee shall not publish, display or declare publicly personal opinions or audiovisual materials that are not in accordance with the general values, objectives and aims of ECA-EC.

- At the start of their mandates or contracts, the Board members and the Secretary General have to inform the Board of ECA-EC in writing about their local, regional, national or European public mandates or any other position in governance. They also have to inform the Board in case they accept a public mandate or any other position in governance during their ECA-EC mandate. The list of the mandates and positions of the board members and the Secretary General is published in the annual report of the organisation.

Management of the code and sanctions

The Board of ECA-EC is the body responsible for the interpretation of and compliance with the Code of Ethics.

Any member of the Board, Commission and committees who acts against the principles fixed by the Code of Ethics of ECA-EC may be expelled from his/her mandate and/or membership of the organization by resolution of the Board.

Appeal to the General Assembly against the resolution of the Board is allowed but has no suspensive effect.

Read and agreed

Place and Date

Name

Signature

http://portal.unesco.org/en/ev.php-URL_ID=31038&URL_DO=DO_TOPIC&URL_SECTION=201.html

Among others the objectives: c) to encourage dialogue among cultures with a view to ensuring wider and balanced cultural exchanges in the world in favour of intercultural respect and a culture of peace;

(d) to foster interculturality in order to develop cultural interaction in the spirit of building bridges among peoples;

Annex 3.1 - Advantages of membership

General advantages of membership in the European Choral Association – Europa Cantat:

- international contacts with the help of the General Secretariat
- information about choral events in Europe and overseas
- regular publications (Annual Report and brochures)
- links to members' websites on <http://www.EuropeanChoralAssociation.org>
- reduced participation fees at events of the European Choral Association – Europa Cantat for direct individual members and all members of member choirs
- reduced advertising fees for the magazine, the websites and brochures
- use of the logo and the mention "member of the European Choral Association – Europa Cantat"
- access to a password-protected section of the website reserved for members with complete online-magazine, newsletter and much more
- privileged access to the Musica database through the password-protected section of the website
- special conditions for the buying of scores from Sulasol, Editions A Coeur Joie and soon also from other publishers
- For all voting members in good standing (having paid their membership fees): the right to vote at the General Assembly of the European Choral Association – Europa Cantat and the right to be a candidate for elections

Advantages for organisations:

- the fact of belonging to the network of the European Choral Association – Europa Cantat (ECA-EC)
- the fact that members of the member organisations (with some exceptions – see details below) are considered as "indirect members" of the European Choral Association – Europa Cantat and thus pay reduced participation fees at events of the European Choral Association – Europa Cantat ¹
- the possibility to order a certain amount of copies of Annual Reports and of brochures to be forwarded to the organisations Board and commissions (for the magazine) or to the complete membership (for the brochure)
- the possibility to suggest ateliers and atelier conductors for our festivals
- the possibility to suggest candidates for the Music Commission of ECA-EC
- the possibility to submit compositions for the European Award for Choral Composers
- the possibility to submit singers for the Eurochoir who have priority over other candidates in the selection procedure as long as they meet the criteria and the balance in the choir can be maintained
- the possibility to organize activities in cooperation with ECA-EC
- the possibility to use the services of the General Secretariat, e.g. asking for names of possible conductors /experts, ideas for choirs etc.
- the possibility to receive the support of ECA-EC e.g. for governmental initiatives aimed at improving the situation of music education or the position of choral singing in the country (ECA-EC can provide officially formulated recommendations and examples of good practice from other countries).

Advantages for Institutional Associate members

- regular publications (ECmagazine and brochures)
- links to members' websites on <http://www.EuropeanChoralAssociation.org>
- reduced advertising fees for the magazine, the websites and brochures
- use of the logo and the mention "partner of the European Choral Association – Europa Cantat"

¹

This rule does not apply to

- *member organizations that have not paid their membership fee for the previous year*
- *member organizations in country group 3 where indirect membership cannot be checked*
- *umbrella organizations that decide to join as organizations in category 3, small organisations*
- *organizations or institutions that do not have regular members*

In the case of big umbrella organisations the rule applies to all members of the members of this organisation

For conductors' associations indirect membership applies to all individual member of the association, i.e. to the conductors personally, though not to their respective choirs.

Annex 3.3 - Members' Voting Rights and Fees

Fees approved by General Assembly in 2015 **(for the years 2016 - 2018)**

(The General Assembly 2018 will approve of new fees that will be valid for the years 2019 – 2021)

The European Choral Association – Europa Cantat has 8 kinds of membership:

1. choral umbrella organizations *

annual fee in category 1:	1.900 €	votes: 30 / org
annual fee in category 2:	1.000 €	votes: 30 / org
annual fee in category 3:	330 €	votes: 30 / org

2. national choral organisations or similar organisations *

annual fee in category 1:	1.650 €	votes: 26 / org
annual fee in category 2:	865 €	votes: 26 / org
annual fee in category 3:	270 €	votes: 26 / org

3. regional or small choral organisations *

annual fee in category 1:	680 €	votes: 10 / org
annual fee in category 2:	340 €	votes: 10 / org
annual fee in category 3:	115 €	votes: 10 / org

4. conductors associations *

annual fee in category 1:	330 €	votes: 5 / org
annual fee in category 2:	225 €	votes: 5 / org
annual fee in category 3:	115 €	votes: 5 / org

5. choirs **

annual fee in category 1:	140 €	votes: 2 / choir
annual fee in category 2:	105 €	votes: 2 / choir
annual fee in category 3:	60 €	votes: 2 / choir

6. individual members ***

annual fee in category 1:	65 €	votes: 1 / nation
annual fee in category 2:	50 €	votes: 1 / nation
annual fee in category 3:	30 €	votes: 1 / nation

7. family members ***

annual fee in category 1:	90 €	votes: 1 / nation
annual fee in category 2:	70 €	votes: 1 / nation
annual fee in category 3:	50 €	votes: 1 / nation

8. NEW: Institutional Associate members

annual fee in category 1:	600 €	0 votes
annual fee in category 2:	300 €	0 votes
annual fee in category 3:	100 €	0 votes

In case of doubt which kind of membership applies for an organisation, there will be a decision of the Board after talks with the organisation concerned.

The membership category is determined by the country of residence of applicants.

Categories (country groups):

1: from AT, AW, BE, CA, CY, CH, DE, DK, ES, FI, FR, HK, IE, IL, IS, IT, JP, LU, NL, NO, SE, SG, UK, US

2: from AR, CG, CN, CO, CZ, EE, GR, MT, PE, PT, SI, SK, TW and some other overseas countries, see below

3: from AL, AM, BA, BG, BY, GE, HR, HU, KZ, LT, LV, MD, ME, MK, PL, RO, RS, RU, TR, UA

For countries outside Europe the rule is that "richer countries" (group 1 according to the HDI Index used by IFCM – see ifcm.net/membership-fees) are in country group 1, "poorer" countries (groups 2 and 3 according to the HDI index) are in country group 2 - country group 3 is only reserved for European countries.

If you are not sure which country group you belong to, write to info@EuropeanChoralAssociation.org

* **have to be from Europe or Israel, if they are from outside Europe they have to become Institutional Associate members**

** **choirs from outside Europe are "associate members" and have no voting rights**

*** **individual members and family members present at the General Assembly have 1 vote per nation (according to UNESCO definition)**

individual members and families from outside Europe are "associate members" and have no voting rights

Annex 4.1 – Activities under the label of ECA-EC

System of activities under the label of ECA-EC - Valid from summer 2015

The Board of the European Choral Association – Europa Cantat has decided to introduce a more flexible and more clear system for activities under the label of the association, with different levels of involvement of ECA-EC and a differentiated system of fees and communication services offered.

Basic guidelines

All activities promoted by ECA-EC have to fulfill the following basic conditions:

- They should be non-competitive (with the exception of the International Competition for Young Conductors and awards for composers)
- They should have an educational aspect (which can be shown in many different ways)
- They must be international with information available in English – courses for conductors, composers and individual singers must use English as working language at least for a big part of the programme

Types of activities

There are three basic types of activities published under the label of the association:

1. **Activities of the European Choral Association – Europa Cantat**

These are activities designed by ECA-EC which usually “rotate” between different countries, with a typical structure and specific guidelines to be followed, partly adapted to the country of origin. For all these activities ECA-EC is involved in the artistic design and the most important decision-making processes:

-)] EUROPA CANTAT festival / EUROPA CANTAT *junior* Festival
-)] Competition for Young Choral Conductors
-)] Conferences in connection with General Assemblies of ECA-EC
-)] Eurochoir / Youth Choirs in Movement in Bonn
-)] Possibly some other future activities

Text to be used for these activities “An activity of ECA-EC” + logo

2. **Activities offered “in partnership with the European Choral Association – Europa Cantat”**

These can be different events for choirs, singers, conductors, composers or managers.

The artistic programme of the event must be approved by (the Music Commission of) ECA-EC and ECA-EC offers, where needed and useful, input from the Music Commission or the nomination of a “musical advisor” to be added to the artistic committee of the event. Also, the participation fees must be based on the system of ECA-EC with reduced fees for direct and indirect members as well as different fees for participants from different country groups.

(The exact difference can be discussed case by case and may be handled in a flexible way.)

These activities have to be reviewed and approved by the Board of ECA-EC.

Text to be used for these activities “An activity in partnership with ECA-EC” + logo

3. **Activities from the network, promoted by the European Choral Association – Europa Cantat**

Can be any kind of activity in the choral field which fulfills the basic guidelines mentioned above and which the Board of ECA-EC considers as being worth being promoted by ECA-EC. ECA-EC does not need to have any artistic input on the event and the event does not need to respect the system of participation fees of ECA-EC.

These activities also have to be approved by the Board of ECA-EC.

Text to be used for these activities “An activity promoted by ECA-EC” + logo

Special category within this group: “Cantat festivals”

Festivals based on the same principle as the EUROPA CANTAT Festivals with which ECA-EC has a cooperation agreement on the exchange of contents and communication: each festival offers an atelier with music from the other festival and invites one choir from the other region, at least one representative of the other festival is invited, ECA-EC promotes the other festival for free and they promote ECA-EC for free in their publications. /

Text to be used for these activities “Cantat-festival supported by and supporting ECA-EC” + logo

Different fees to be paid based on type and size of event

The different types of events would pay a different “announcement fee” in exchange of communication services provided by ECA-EC:

1. Activities of ECA-EC:

-) Special fee based on a cooperation agreement, flat rate or in the case of smaller activities, fee based on system for events in partnership with ECA-EC

2. Activities in partnership with ECA-EC

2.1 For events with an expected participation of more than 100 participants

(all activities for choirs and singers, major activities for other aim groups)

2.1.1 For events between 100 and 1.000 participants:

* non-refundable advance payment of 750 EUR to be paid the year before the event

* PLUS fee per participant as shown below, fee based on number of persons, length of event and age of participants paid after the event on the basis of the real figures of participation.

< 1.000 participants	Adults (> 26)	6-10 days	6 €/participant
		3-5 days	3 €/participant
	Youth (< 27)	6-10 days	3 €/participant
		3-5 days	1,50 €/participant
		<i>(including arrival and departure day)</i>	

2.1.2 For events with 1.000 or more participants:

fee based on number of persons, length of event and age of participants, with a part (appr. 50% of the fee, non-refundable) paid in the year before the event and the remaining part paid after the event on the basis of the real figures of participation.

Fee system:

< 2.000 participants	Adults (> 26)	6-10 days	5 €/participant
		3-5 days	2,50 €/participant
	Youth (< 27)	6-10 days	2,50 €/participant
		3-5 days	1,25 €/participant
		<i>(including arrival and departure day)</i>	
> 2.000 participants	Adults (> 26)	6-10 days	4 €/participant
		3-5 days	2 €/participant
	Youth (< 27)	6-10 days	2 €/participant
		3-5 days	1 €/participant
		<i>(including arrival and departure day)</i>	

2.2 For events with an expected participation of less than 100 participants

(mostly small activities for singers, conductors, composers and managers)

Same fee for all events: **750 €** (50% of the fee, non-refundable) paid in the year before the event and 50% part paid after the event (this 2nd part will be dropped if the event has to be cancelled)

3. Activities from the network, promoted by ECA-EC

Same fee for all events: **300 €** - to be paid in the year before the event, non-refundable

Cantat-festivals: no fee to be paid, mutual exchange of information – see page 1

Special category: Activities in the frame of a project coordinated by ECA-EC

They would get a “standard” treatment without fee payment – they will be mentioned whenever the project is mentioned and activities of the project are listed. *If they want more, they can ask to become an activity in partnership with ECA-EC or buy additional communication.*

Communication services offered

will depend on the type of event, the number of participants, the fee paid
 (Additional communication services may be bought for extra costs /
 2016 events can also buy additional promotion at Pécs festival)

1. *Activities of ECA-EC*

They will all have maximum promotion possible - in brochure, in newsletters, on Facebook etc.
 For the festival and EC*junior* also special adverts on back cover of brochure and in magazine

2. *Activities in partnership with ECA-EC*

For all activities

Space in the brochure with the programme of activities 2016 - the amount of space will vary depending on the size of the activity and the fee paid

(e.g. > 2.000 participants: 1 page / < 2.000 participants 1/2 page / < 100 participants 1/3 page)

Further details on the activity published on Website of ECA-EC – or link to specific Website

Activity listed on calendar of events printed in the brochure and on a separate leaflet

Activity included by ECA-EC into the online calendar of choral events

Regular mention in the newsletter of ECA-EC - short reminder in each newsletter

More detailed reminder in the month of the deadline for applications

Mention on Social Media from time to time

Possibility to present the activity at the General Assembly / Conference of ECA-EC in a some form to be discussed (written information to be spread, poster presentation, info market)

Additional Service for activities with over 1.000 participants

One free advert in Ecmagazine (layout provided by partners) - *half* page A4

One Web-banner on a the Webiste of ECA-EC for one month

One targeted e-mail to the member organisations about 1 month before the deadline for applications

Special action on Social Media for the event

Possibility to add a flyer/brochure in the bags of all participants of the Conference in Helsinki

Additional Service for activities with over 2.000 participants

One free advert in Ecmagazine (layout provided by partners) - *full* page A4

One Web-banner on a the Webiste of ECA-EC (exact period and exact position to be defined)

Several mentions in the electronic newsletter (maximum 3)

Two targeted e-mails, one earlier and one about 1 month or 2 months before the deadline for applications to the full database of ECA-EC(mail only about the ONE event, not mixed with other events) - reaching around 5.000 addresses

If technically possible: automatically republish on ECA-EC Facebook page posts of the event

Possibility to present event at the weekend of the General Assembly of ECA-EC

(details on how, when and for how long to be discussed)

Possibility to present event during a common session at the programme or conductors and composers in Pécs about "Cantat festivals around the world"

3. *Activities in the frame of TIPOCS, not included above:*

Mentioned / promoted whenever the project is mentioned in the brochure, on the Website etc. but no separate mentioning

4. *Events from the Network promoted by ECA-EC*

Space in the brochure with the programme of activities 2016 -with several events listed on one page

Event listed on calendar of events printed in the brochure and on a separate leaflet

Event included by ECA-EC into the online calendar of choral events

In addition to paying the fee, the organisers of activities under the label of ECA-EC have to fulfill some obligations on their side:

All activities, including the activities from the Network of ECA-EC shall :

- **Invite one representative** of ECA-EC (from the Board, Music Commission, Youth Committee or staff) to the event with local costs for food and accommodation covered at least for several days, though the travel costs may be covered by ECA-EC
- **Distribute promotion material of ECA-EC** such as the programme of activities for the following year to the participants of the event
- **Print the logo of ECA-EC** in connection with the phrase mentioned on page 1 on all publications in connection with the activity (Websites, newsletters, printed communication material including posters, programme books etc.)

In addition Activities of ECA-EC and Activities in partnership with ECA-EC shall:

- **Submit a statistical overview** on the activity to ECA-EC until end of September of each year (needed for reporting to the subsidy-givers of ECA-EC and to the membership of ECA-EC)
- Ask participants of the events to answer the **online evaluation questionnaire** provided by ECA-EC (which also contains questions interesting for the organisers of the activity)

In addition only Activities of ECA-EC

- **Supply data of all participants** (names + address information including E-mail addresses and phone numbers) to ECA-EC after the activity
(in order to add them to the database of people interested in ECA-EC activities who shall receive information about ECA-EC, newsletters, future brochures etc.)

-

There may be specific obligations / specific cooperation agreements developed individually, though the basics mentioned above would also apply.

Annex 5 - Internal rules on travel expenses and meetings

Document presented to the Board at its first Board meeting in February 2010 and approved by the Board with the approval minuted, as required by EU-regulations. Each newly elected Board will need to confirm these rules.

Members of the Board, the Music Commission, the Youth Committee and staff members will in principle be refunded all travel expenses they have in connection with attending the Board meetings of the association or officially representing the association at other events (on decision of the Executive Board or Board). **As a rule, due to EU-regulations, the General Secretariat cannot refund any expenses which cannot be proved by original documentation.** The signed form and original documents (where applicable, e.g. bus tickets, taxi receipts etc.) have to be submitted to the General Secretariat **at the latest 6 weeks** after the corresponding meeting/travel, in order to allow the office to have a good overview on the travel budget at all times. Travels expenses for which the documents are not submitted after this period do not need to be refunded. In addition the following rules will have to be respected:

Travels by plane/flights	Travels by train / public transport	Travels by car
<ul style="list-style-type: none"> - Economy or low-budget tickets - Book <i>as early as possible</i> to reduce costs - If a flight will cost over 400 EUR, it must be checked with the General Secretariat first – they may be able to find a cheaper flight or will consult with the Executive Board whether these higher costs are acceptable - Normally you buy flight, we refund costs after receiving original tickets - In exceptional cases, we can help/book flights for you - You must keep and later send us originals (in case of flights the invoice / confirmation showing who flew from where to where and the costs of the flight, in case of other tickets bouth online PDF versions of the tickets, in all other case original tickets and receipts) and will only be refunded afterwards - If you have no paper proof (e.g. check-in with miles & more card) you must write a statement that you were not refunded by anybody else - Parking costs at airport can be refunded, but if they are over 5 EUR you must give reason for using car instead of public transport 	<ul style="list-style-type: none"> - 2nd class train tickets - 1st class tickets only refunded if they cost the same or are cheaper than 2nd class (you will have to prove this) - Annual cards (Bahncard etc.) only refunded after it has been proved that we save minimum full amount of card costs in one year - You must keep and later send original tickets and will only be refunded afterwards - The same applies to public transport tickets (bus, tram etc.) 	<ul style="list-style-type: none"> - Can only be refunded if: <ul style="list-style-type: none"> ▪ It's cheaper than travelling FIRST-CLASS by train (EU-regulation) and this can be PROVED (e.g. printout from Internet) ▪ You have strong reasons for not being able to travel by train or plane (no connections, too many heavy things to carry, etc.) - We can refund 0,22 EUR/km
<p>Taxi</p> <ul style="list-style-type: none"> - Taxis can only be refunded if there is a reason for using it (e.g. no public transportation due to early morning or late night flights, extremely heavy luggage, late arrival of plane/train etc.) - You have to ask for a receipt from the taxi driver, otherwise we cannot refund you - Please write the reason for using a taxi on the back of the receipt 		
<p>Hotel</p> <ul style="list-style-type: none"> - For meetings the General Secretariat will book hotels - Rooms, breakfast and necessary parking costs will be paid by ECA-EC in these cases. All other costs (telephone, minibar, etc.) have to be covered by the persons individually - At other events where members of the Board, Music Commission or Youth Committee or staff members officially represent ECA-EC and have to organise a hotel themselves, they should book and pay the room and will be refunded later upon presentation of the invoice. Costs of the hotel must be checked with the General Secretariat if they are higher than 100 EUR per single room. Hotel rooms that cost more than the EU-allowance cannot be fully refunded. 		
<p>Meals</p> <ul style="list-style-type: none"> - At meetings ECA-EC organises all meals in restaurants or seminar houses. Food and the main round of drinks are covered by ECA-EC but Board members may have to pay their wine or other spirits individually in some cases - When travelling to meetings and back, if the travel takes more than 8 hours (door to door), ECA-EC will refund meals up to a maximum of 25 EUR/day on presentation of receipts - Members of the Board, Music Commission or Youth Committee and staff travelling to other events where meals are not organised will be refunded their meals they have to pay (on presentation of bills). In some cases (such as the World Symposium for Choral Music) a flat fee per day and person can be paid. - The Board agrees that a tip may be covered by the ECA-EC budget, too, as long as it is indicated on the restaurant bill 		
<p>Form for the refunding of travel expenses</p> <ul style="list-style-type: none"> - European and German authorities ask us to use a form for the refunding of travel expenses, on which – among other issues – you have to sign that you did the trip for ECA-EC and that you will not ask anybody else for the refund - Please fill in these forms with the costs of your travel in the ORIGINAL CURRENCY if you have costs which did not occur in EUR – we have to convert this sum into EUR with the exchange rate indicated on an <i>official EU-website</i>. <p>Please only indicate the individual sums – the staff will fill in the total sum once she has checked whether everything is ok...</p>		

Annex 6.1.2 - Job Description Secretary General

The Secretary General

Excerpt from the Statutes as decided in 2011:

Article IX

Secretary General / Executive Manager

1. A Secretary General and/or an Executive Manager shall be proposed by the Executive Board and approved by the Board of Directors. He/she/they shall be responsible to the Board of Directors of how to carry out the tasks.
2. The Secretary General and/or the Executive Manager shall participate in the meetings of all organs and committees of the European Choral Association – Europa Cantat in a consultant capacity. He/she/they may not be a member of the Board of Directors.
3. The Secretary General or the Executive Manager shall direct the General Secretariat. He/she shall implement the resolutions of the Board of Directors and the General Assembly and look after the European Choral Association – Europa Cantat's regular business. (The Secretary General or Executive Manager will be a particular agent within the meaning of §30 of the German Code of Civil Law)
4. The Secretary General or the Executive Manager shall establish budget estimates for each financial year after agreement with the Treasurer who will present it to the Board of Directors for approval.
5. The Secretary General or the Executive Manager shall implement the budget.
6. The Secretary General or the Executive Manager shall establish the annual accounts in agreement with the Treasurer who will present them to the Board of Directors.
7. All other details of the powers of the Secretary General and/or Executive Manager will be fixed in a job description and in a contract.

Job-Description from 2002:

POST OF SECRETARY GENERAL

1. The Secretary General shall be appointed by the Board of Europa Cantat in accordance with the procedures laid down in the Statutes.
2. In all matters, the Secretary General shall work independently in the management of the day-to-day affairs of Europa Cantat (but under the general direction of the Board of Europa Cantat).
3. The Secretary General shall:
 - (a) represent Europa Cantat at every level of contact with all other bodies, except where a member of the Board has been appointed for this purpose, or where a member of the Board has a statutory duty so to do.
 - (b) be responsible, in consultation with the Board, for the appointment, management, dismissal or redundancy of all staff directly employed by Europa Cantat (up to BAT 4) and for the drawing up of contracts. Additionally, the Secretary General shall be responsible for the Health and Safety of staff, their development and annual appraisal.
 - (c) be the first point of contact for all members of Europa Cantat.
 - (d) be the co-correspondent of the federation with the President.
 - (e) be responsible, in co-operation with the treasurer, for all fiscal matters, including the preparation and monitoring of budgets, payment of staff, preparation of financial reports and advising the Board on all matters of finance relating to the activities of the federation and for ensuring best value.

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- (f) in agreement with the Board, make all necessary applications for grants, subsidies, subventions and sponsorship to support the on-going work of Europa Cantat and to realise its projects and events.
- (g) be responsible for the management of all directly organised Europa Cantat events and projects.
- (h) be responsible for ensuring that events and projects organised under the seal of Europa Cantat, or joint ventures with other organisations, meet the high standards of artistic, pedagogical and budgetary control normally associated with Europa Cantat directly organised events and projects.
- (i) be responsible, in consultation with the Board, for the quality and content of all Europa Cantat publications – physical and electronic, e.g., internet.
- (j) be responsible for ensuring that the artistic and pedagogical strategy (as decided by the Board with the advice of its committees, commissions and advisers) be fully implemented.
- (k) be responsible for the monitoring and evaluation (artistic, pedagogical and financial) of all projects and events directly or indirectly organised under the seal of Europa Cantat and for providing the Board with this information.
- (l) in consultation with the President, be responsible for the preparation for all meetings of the Board, its commissions and committees and to produce such agendas, papers and reports which may be required for the efficient function of these meetings.
- (m) be responsible for ensuring that the statutes of Europa Cantat are correctly and consistently applied in all matters of business.
- (n) attend such meetings, seminars, conferences, festivals, competitions and other events as may be expedient to ensure that the interests of Europa Cantat are properly represented.
- (o) under the direction of the Board, perform all other duties that might reasonably be expected of a post holder at this level of responsibility.

Budapest November 15th 2001

The Board of Europa Cantat

Annex 6.1.4 - Financial rules and regulations for Secretary General and office staff

- Cash payments
 - o As a rule, travel expenses will not be refunded cash during a Board meeting but by bank transfer after a meeting. Exceptions are only made for Board members coming from countries where bank transfer costs may be very high
 - o All cash payments must be confirmed with a signed receipt
 - o In general big cash payments should be avoided (advice from EU auditor)
It is decided that cash payments of 500 EUR or more have to be authorized by the Secretary General or by a double signature of the ECA-EC staff members

- Double signature
 - o For all payments to be made, the Secretary General will sign them in addition to the staff member responsible for finances. This corresponds to the double signature or "Vieraugenprinzip" as it is called in German.

- Depreciation of equipment
 - o The Board decides that all equipment which costs more than 500 EUR shall be depreciated, with 1/3 of the value depreciated per year over 3 years.

- Credits and loans
 - o the Secretary General will have to ask the Executive Board for approval before applying for a credit or a loan or before taking a decision that has a financial impact of more than 5.000 EUR. The approval of the Executive Board will also be necessary for important decisions concerning subsidies, sponsoring contracts or any other major financial matters.
 - o There is a general agreement based on decisions of the Board that:
 - money from the Noël Minet Fund can be borrowed for a bridging loan in order to avoid paying high interest to the bank, as long as the money is refunded to the Noël Minet account as quickly as possible, adding the interest the money would have received on the special saving account
 - the Secretary General can ask the bank for an emergency credit line which allows her a short-term overdraft of the accounts up to 10.000 EUR when there are cash-flow problems – for the bank the security for this credit line is the money on the Noël Minet Fund, so the Noël Minet Fund should not totally be "emptied" for bridging loans

- Signature under applications for funding and financial contracts
 - o Once the Executive Board has agreed (orally during a meeting or via e-mail between meetings), the Secretary General may sign applications for subsidies, applications for credit or loans as well as financial contracts.

- Refund of mobile phone costs of the staff
 - o In order to facilitate the administration of mobile telephone (which otherwise require a call-by-call analysis of the telephone bills) the Board confirms the decision of the previous Board that the mobile costs of Sonja Greiner will be paid as a flat rate:
 - 2/3 of the monthly bill will be paid by the European Choral Association - Europa Cantat
 - 1/3 will be paid by Sonja privately

This decision is based on an average of most invoices. In August and December the average may differ if Sonja is on holidays, thus the exact billing can be done on a call-by-call basis.

Annex 6.2.2 - Task Description Office Manager

"Sachbearbeiterin für Sekretariat und Buchhaltung" Staff member for secretariat and bookkeeping

Finanzen und Buchhaltung

- Erstellung von Rechnungen (für Mitgliedsbeiträge und verschiedene Leistungen)
- Mahnungs-Wesen
- Kommunikation mit Mitgliedern und anderen in Bezug auf Rechnungswesen
- Verarbeitung von Reisekosten-Anträgen von Personal, Vorstand, Arbeitsgruppen, Komitees usw., Abrufen fehlender Dokumente und Auszahlung der Reisekosten-Erstattung
- Hilfe bei der Vorbereitung von Finanz-Anträgen und Verwendungsnachweisen (Erstellung von Buchungsübersichten usw.)
- Buchhaltung (mit Lexware Buchhaltungsprogramm)
- Handhabung von Zahlungen per Kreditkarte, Überweisung und Einzugsermächtigungen

Sekretariat

- Allgemeine Bürotätigkeiten (Kontakt zu Versicherungen und Ämtern, Bestellung von Büromaterial usw.)
- Beantwortung von Telefonaten und E-mails, hauptsächlich auf Deutsch und Englisch
- Vorbereitung / Organisation von Versand-Aktionen, mit Hilfe von ehrenamtlichen Helfer/innen
- Archivierung von Papier-Dokumenten (von Mitgliedern, Anträge, Verwendungsnachweise, Verträge usw.)
- Datenverwaltung (zur Zeit mit Filemaker)
- Reise-Recherche und –Buchungen für das Personal und manchmal Vorstandsmitglieder oder Arbeitsgruppen- oder Komitee-Mitglieder
- Logistische Vorbereitung von Sitzungen (Hotels und Sitzungsräume sowie Mahlzeiten buchen usw.)

Weitere Aufgaben

- Teilnahme an bestimmten Sitzungen und Veranstaltungen des Vereins, auch außerhalb des Büros, teilweise auch im Ausland
- Allgemeine Unterstützung der Generalsekretärin der European Choral Association – Europa Cantat
- Weitere Aufgaben, die sich im Laufe der Zeit ergeben.

Finances and bookkeeping

- issuing invoices (for membership fees and goods and services sold)
- following up invoices / chasing non-paid invoices
- communicating with members and others about financial issues
- tracking and processing reimbursement payments for travels etc. of staff, Board, working groups, committees, etc.
- helping prepare financial applications and reports (producing list of invoices etc.)
- doing the actual bookkeeping in Lexware
- dealing with credit card payments, bank transfers, SEPA payments

Secretariat

- doing some general office administration (dealing with insurances and others,
- ordering office material, etc.)
- answering the phone as well as certain e-mails mostly in German and English
- coordinating big mailings with volunteers
- paper archiving (membership documents, applications, reports, contracts etc.)
- dealing with the database management (currently done with Filemaker)
- dealing with travel logistics for the staff and sometimes Board or working groups /
- committees
- dealing with logistics of meetings (booking hotels, meeting rooms, meals etc.)

Other tasks

- attending certain meetings and activities of the association, also outside the office /partly abroad
- General support of the Secretary General of the European Choral Association – Europa Cantat
- Further activities which will become apparent during the time of the contract

Annex 6.3 - Task Description Project Officer

Arbeitsplatz-Beschreibung, Aufgaben:

- Vorbereitung von verschiedenen Projekt-Anträgen, teilweise Unterstützung von Partnern die als Koordinatoren der Projekte auftreten
- Kommunikation mit den Projektpartnern (hauptsächlich auf Englisch, teilweise andere Sprachen)
- Interne Kommunikation mit den Projektpartnern per Mail, Telefon, Internet-Tools wie Dropbox, Skype
- Kommunikation mit der Europäischen Union
- Externe Kommunikation des Vereins
- Recherche zu anderen Förder-Möglichkeiten im Rahmen verschiedener EU-Programme sowie privater Förder-Möglichkeiten über Stiftungen usw. für die European Choral Association – Europa Cantat
- Vorbereitung verschiedener Anträge und Projekte in diesem Zusammenhang
- Mitwirkung beim Kooperations-Projekt mit China
- Allgemeine Unterstützung der Generalsekretärin der European Choral Association – Europa Cantat inklusive Hilfe bei der Vorbereitung und Durchführung von Konferenzen und Sitzungen, technische Unterstützung im Büro und Hilfe bei der Anleitung anderer Mitarbeiter/innen
- Weitere notwendige Tätigkeiten, die sich im Laufe der Zeit ergeben werden

Job description / tasks:

- Preparation of different project applications, partly support for partners who will become coordinators of these projects
- Communication with the project partners (mostly in English, partly in other languages)
- Internal communication with the partners per mail, telephone, internet-tools such as dropbox, skype
- Communication with the European Union
- External communication for the association
- Research on other fundraising-possibilities in the frame of different EU programmes as well as foundations, etc. for the European Choral Association – Europa Cantat
- Preparation of different applications and projects in this context
- Participation in the cooperation project with China
- General support of the Secretary General of the European Choral Association – Europa Cantat including support for the preparation and organization of the conference in Helsinki in November 2015 as well as other smaller meetings during the employment period, technical support in the office and support in training other staff members
- Further activities which will become apparent during the time of the contract

Annex 6.4 - Task Description Communication Officer

Arbeitsplatz-Beschreibung, Aufgaben:

- Koordination aller Aufgaben im Bereich der Kommunikation / Öffentlichkeitsarbeit von ECA-EC
- Vorsitz / Koordinierung der Arbeitsgruppe Öffentlichkeitsarbeit sowie weitere Arbeitsgruppen die in Zukunft in diesem Bereich entstehen könnten / gegründet werden
- regelmäßiges Update des Kommunikations-Plans des Verbands
- Planung der Öffentlichkeitsarbeit (gedruckt und digital) auf Basis des Kommunikations-Plans
- Dokumentation der Öffentlichkeitsarbeit (Statistiken, Kopien der Dokumente für Zuschussgeber usw.)
- Kommunikation mit allen, die zur Öffentlichkeits-Arbeit beitragen (Vertreter/innen von Veranstaltungen, Jugendkomitee / Exekutiv-Präsidium / Präsidium
- Kommunikation mit den Mitgliedern in Bezug auf Öffentlichkeitsarbeit
- Vorbereitung, Versand und Umsetzung der Kooperations-Abkommen mit Partnern für Veranstaltungen
- Tätigkeiten im Rahmen der Vorbereitung, Durchführung und Nachbereitung von Veranstaltungen der European Choral Association – Europa Cantat, inklusive Mitarbeit im Team vor Ort
- Betreuung der Vorbereitung und Verteilung der Printmedien des Verbands, inklusive Anzeigen-Verwaltung und Verfolgung der Kommunikations-Zusagen an Partner laut Vereinbarungen/Verträgen
- Betreuung der digitalen Kommunikation des Verbandes inklusive Website, Newsletter und Soziale Medien
- Unterstützung der Büroleiterin bei Mitglieds-Angelegenheiten und Datenverwaltung, vor allem am Anfang
- Unterstützung der Generalsekretärin und anderen Mitarbeiter/innen bei weiteren allgemeinen Tätigkeiten (inklusive Vorbereitung und Organisation von Sitzungen, Protokollführung usw.)
- Weitere notwendige Tätigkeiten, die sich im Laufe der Zeit ergeben werden

Job description / tasks:

- coordinating of all communication tasks of the European Choral Association – Europa Cantat
- chairing the working group communication and any other working groups that may come up or be installed in connection with communication
- permanently updating the communication plan of the association
- planning the communication (printed and digital) according to the communication plan
- documenting communication done (statistics, copies of all communication for fundgivers etc.)
- communicating with all those contributing to the communication (representatives of activities, youth committee, Board / Executive Board etc.)
- communicating with the membership about communication issues
- preparing, sending out and following up on cooperation agreements with partners for activities
- dealing with other tasks connection with the preparation, organisation and documentation of activities of the European Choral Association – Europa Cantat, including working in the team on the spot
- taking care of the preparation and dissemination of print media of the association, including management of adverts and follow-up of communication promises made to partners according to the agreements
- taking care of the digital communication of the association, including website, newsletter and social media
- supporting the office manager with membership and database issues, especially at the beginning
- supporting the Secretary General and the other team members for different tasks in relation to different general tasks (including preparation and organisation of meetings, taking minutes, etc.)
- Further activities which will become apparent during the time of the contract

Annex 6.5 - Staff Appraisals

The Appraisal is the process of reviewing past performances of the staff, evaluating current performance and identifying ways in which they may develop further. In addition it offers the opportunity to set targets for the staff and for staff members to voice their concerns. Once a year the President or another member of the Executive Board (= appraiser) shall have an appraisal meeting with the Secretary General (= appraisee) and the Secretary General shall have an appraisal meeting with the Office Manager and with other full-time staff members.

The appraiser will write minutes of the appraisal which have to be reviewed and approved, then signed by the appraisee as well as the appraiser. Copies will be sent to the Executive Board and to the Board member responsible for staff matters.

During the appraisal, the following questions should be answered:

- 1. Job description – does the current role work? Is the appraisee fitted to the role? Have circumstances changed? Is the appraisee sufficiently stretched? Is the appraisee overworked?**
- 2. Target setting – have the targets – set at the previous appraisal – been met? If not, what is the cause?**
- 3. Praise of Staff – an opportunity to recognise achievement and to value the contribution made by the staff member to the organisation.**
- 4. Motivation of staff – are there days when the staff member does not want to come to work? If so, why?**
- 5. Problems – identify problems relating to areas of work that have not been done. Investigate obstacles to better performance and create solutions to these.**
- 6. Staff voice – an opportunity for the staff to talk about themselves. Are they happy? Do they understand their job? What are their professional needs? What aspirations do they have? What worries them about their job or career?**
- 7. Staff views. Can they identify improvements for their own position in the organisation?**
- 8. Management support. Is this adequate? How can the management help the appraisee to achieve more?**
- 9. Staff Development. What training will help the appraisee and/or the organisation?**
- 10. Mutual understanding. An opportunity to eliminate sources of tension or niggling problems. Ensure that the appraisee understands the direction of management policy and the organisation and that the management realises the feelings of the appraisee.**
- 11. Targets for the following year**

A more detailed description of the appraisal scheme is available in the General Secretariat.

Annex 7 - Youth Committee (YC) of the European Choral Association – Europa Cantat (ECA-EC)



7.1 Aims

7.2 Structure of the YC

7.3 Selection process

7.4 Working structure and relation to the Board

7.1 Aims

YOUTH: The YC gives young people in choral music a possibility to learn, explore and inspire the choral world.

ORGANISATION: The YC should develop and strengthen the organisation through and with input from youth, through the ideas, projects and through the network of ECA-EC.

CHORAL LIFE: The YC should inspire through the association and strengthen and empower young people within national/regional organisations.

7.2 Structure of the YC

7.2.1 Number of members

The YC, whose members are selected by the Board after an application process, is the core group of a wider circle of young people who are active and enthusiastic and can help in different projects when needed.

The YC consists of 7 members, 5 whose costs are covered by the ECA-EC, plus one member from the next EUROPA CANTAT Festival whose costs are covered by the festival, plus, if financially possible, one member, who may change annually, co-opted with costs covered by the organisers of the next Eurochoir.

7.2.3 Co-option to the board

Should ECA-EC elections result in a Board without youth representatives, the YC may propose one of its members to be co-opted to the Board.

7.2.3 Profile of committee members

-) Young people with a strong interest in choral music and management
-) Young people with a will to affect the choral music life of today and tomorrow
-) Young people with enough time and motivation to meet at least twice a year and regularly online
-) If possible, youth connected to or supported by a regional/ national organisation
-) Youth between 18 and 27 years old (when entering their first year in the YC)
-) There should be a balance in age, nationality and gender in the YC. All European regions (not only in geographical and cultural, but also in economical sense) should be included.

7.3 Selection process

7.3.1 Recruitment

-) Every three years, at the General Assembly with Board elections, the start of the recruitment will be announced.
-) Youth interested in management and organisation of the European choral world, both individual or representing a choral organisation, can apply.

7.3.2 Selection

-) After each General Assembly where elections take place, the new Board will assign a committee responsible for selecting the YC-members from among the applications, based on these guidelines.

7.3.3 Duration of stay in the YC

-) The dates for the two first meetings will be announced immediately after the General Assembly, once the new Board has been elected. Candidates are expected to keep these dates free (and indicate their availability).
-) Members are appointed for a period of three calendar years with annual appraisals with the YC mentor.

Young people who were not selected for the YC can still contribute through the larger youth network.

7.4 Working structure and relation to the Board

7.4.1 Roles of the YC members

Different roles will be divided amongst the YC members:

Obligatory roles: The Youth Committee must elect a chair

Other possible roles can but don't have to be attributed: Deputy Chair / Secretary / Treasurer / Project coordinator / coordinators for internal and external communication / coordinators for specific projects.

In order to ensure youth representation in the different working fields of the association, the Board shall reserve one seat for a member of the Youth Committee in each of the Working Groups decided by the Board, and each member of the Youth Committee must choose at least one such Working Group in which they would like to participate.

7.4.2 Mentor, appraisals & learning

One of the Board members will be appointed mentor for the YC. The appraisal of the members each year will be done in a bilateral meeting between the mentor and each member of the YC separately, to evaluate the work of the YC members within the ECA-EC structure, the functioning of the roles and the satisfaction of the YC members.

Each YC meeting will start with lectures/workshops on different themes. Board members can contribute whenever possible.

If possible all YC members will have the chance to visit or volunteer at an ECA-EC event during their time in the YC.

7.4.3 Meetings and finances

The funding for the YC in the budget of the ECA-EC will cover two 3-day meetings annually

-) In March together with the board (Fri-Sun)
-) In November for the General Assembly, partly together with the board (Fri-Sun)

The YC can also meet at other occasions if additional funding can be raised. The YC is responsible for its own budget and will have to be creative to find funding, sponsors and/or partners. Every third year the YC will meet at and take part in the EC Festival. The YC will also meet online about once a month.

The YC should prepare in good time for the Board meetings, as well as their own meetings. Any documents have to be sent well in advance. The Board in its turn will think of ways to involve the YC in thinking and developing processes, e.g. inviting members of the YC into the different working groups for the preparation of publications, events, conferences etc. The YC will meet with the full Board for parts of the meeting time and individual members may participate in parallel working group meetings on these topics.

7.4.4 Reporting and communication

For every Board meeting and for the GA every year, the YC reports on activities and finances.

The intern in the ECA-EC office in Bonn can have as task to help the YC with communication, travels and practical details. If possible, the intern could also attend the meetings of the YC.

Annex 7 8 - Music Commission



1. STRUCTURE

- 6 (min) to 9 (max) members – this is fixed in the statutes
- people representing different choral cultures - Western, Central, Eastern, Southern, Northern Europe - old music, classical music, vocal pop, cross-over, orthodox, children etc.
- there should also be a certain gender-balance
- including 1 representative of the host country of the next EC Festival, who should be the connecting person between the local/regional and the international Music Commissions
- including 1 youth representative suggested or supported by the ECA-EC Youth Committee.
- the chair of the Music Commission is the 2nd vice-president of ECA-EC
- the Music Commission may but does not have to include one or two or three members of the previous Music Commission
- In addition there should be minimum one, maximum two further Board members in the Music Commission
- two meetings a year, of 3 days each
- work between meetings by e-mail
- working language: English

2. FUNCTIONS

MC will have to create:

- the music programme of the next EC Festival
- the music programme of the other ECA-EC events in the 3-years period
- ideas about the future of ECA-EC (sort of events, music programmes etc.), also by bringing in new ideas inspired by exemplary music projects already existing in Europe or beyond
- ideas about the priorities of ECA-EC

In order to fulfill all these functions the future MC should have time enough to meet and work on these subjects.

3. QUALITIES OF THE MEMBERS OF THE MC.

The members of the MC should be:

- well-educated and well-informed conductors, composers or singers
- open-minded to all styles of music
- with good knowledge about different choral traditions and cultures
- with good experience in international choral events
- with good knowledge about many conductors who could cover the program suggested
- with good understanding about ECA-EC, its tradition and philosophy
- able to find time enough to work for the Federation

4. NOMINATIONS

The ECA-EC member organisations, Board members, members of the current Music Commission and Consultants may nominate suitable persons for the Music Commission, sending in a biography of the suggested musician (if possible in English) and a document in which they point out why they think this person is well-suited, before September 30th of the election year.

Further details will be worked out in detail every three years, based on the specific situation of each host city and country.