

European Choral Association – Bylaws

BYLAWS (= internal rules and regulations)

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

Decided by the General Assembly 2012 plus

- amendments decided by General Assembly 2014, 2015, 2016, 2017, 2018, 2019
 - amendments added in November 2021 especially concerning the new membership structure
 - for better readability, replacement of “ECA-EC” and “European Choral Association – Europa Cantat” by “European Choral Association” after decision by the membership in June 2021
- Most of the changes decided in 2021 will be valid from January 2022.

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European Choral Association – Bylaws

1. Introduction

The Bylaws of the European Choral Association 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 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 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 must co-opt one representative of the “Friends of the European Choral Association” to be elected by the membership of the Friends. In addition, the Board may but does not have to 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 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 the European Choral Association 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 the European Choral Association**
Board members will not be allowed to conduct at any of the central activities of the European Choral Association during their term of office. This rule applies for any paid artistic position at all activities of the European Choral Association (which are the EC-Festival, EC junior, Leading Voices, Eurochoir, the World Youth Choir, and possible other future activities). This means that members of the Board, Music Commission or Youth Committee of the European Choral Association should not:
- conduct ateliers at EUROPA CANTAT festivals or EC junior
 - lead major workshops (master classes, labs) at Leading Voices
 - 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 other events under the label of the European Choral Association (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, Leading Voices or other cooperation events of the European Choral Association), though they need to be approved by the Executive Board of the European Choral Association.
- 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 the European Choral Association can be accused of having unfair advantages from this position. It also facilitates evaluation of activities of the European Choral Association.
- 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, (representative of a member 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 members 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 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.

Choral organisations can only vote by delegating a representative physically present during the General Assembly.

Members of the Friends of the European Choral Association can elect one representative to be co-opted to the Board of the European Choral Association.

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 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.

3.1 Advantages of membership

There is a document explaining the advantages of membership for the different types of member organisations (see Annex 3.1).

3.2 Membership obligations

By signing the application form, members agree to pay the annual membership fee. 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 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 the European Choral Association

Practically all events in the programme of the European Choral Association are organised or offered in partnership / cooperation with one or several partner organisations. At least one of the partners should be a member of the European Choral Association and if the European Choral Association 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 the European Choral Association 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” in the categories, “Cooperation events of the European Choral Association”, and Events under the label of the European Choral Association” will be printed in the brochure with the annual programme, and the European Choral Association has developed a set of guidelines with a cooperation agreement which needs to be signed by the European Choral Association and the cooperation partner. In the online calendar of events the events of the European Choral Association and the events “in partnership with the European Choral Association” show the logo of the European Choral Association. Details on the new system of activities can be found in Annex 4.1.

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

The European Choral Association 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. 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 the European Choral Association. 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 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)
- The **financial auditors** (for the audit itself and for the General Assemblies at which the results of the audit will have to be presented)
- **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 the European Choral Association
- **All those receiving scholarships or other travel grants** by the European Choral Association after official approval – in this case the exact rules will be communicated to the grantees

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 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 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 the European Choral Association, 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 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 the European Choral Association 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 Commissions and Steering Committees**

According to article X.1 of the statutes the European Choral Association has an Artistic Strategy Group. This group mostly consists of Board members. For the major events of the European Choral Association (EUROPA CANTAT Festival, EC junior and Leading Voices) the Board has to set up separate Music Commissions. preparing the musical contents of the event. For the other, smaller activities of the European Choral Association the Board may set up separate Steering Committees which combine musicians and managers and deal with all aspects of the planning.

Members of these commissions and committees will be appointed by the Board and the Board may ask member organisations, the Youth Committee or members of previous commissions and committees to make proposals.

Details of the system approved in November 2018 can be found in Annex 8.

Members of the the Music Commissions and the Steering Committees will not be allowed to conduct at the activity for which they are planning the programme during their term of office. Exceptions have to be decided by the Executive Board.

Members of the Board will not be allowed to conduct at any "activity of the European Choral Association".

Conducting workshops at other "activities in partnership with under the label of the European Choral Association" is possible. (For the definition of what are "Activities of the European Choral Association" 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 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. 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.

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

VALUES OF the European Choral Association

The European Choral Association – Europa Cantat (in short European Choral Association) 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 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, the European Choral Association 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 the European Choral Association

1. Any person, accepting a public mandate in the European Choral Association, such as a Board member or member of a commission, shall respect the values of the European Choral Association 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 the European Choral Association 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 the European Choral Association, 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 the European Choral Association.

6. At the start of their mandates or contracts, the Board members and the Secretary General have to inform the Board of the European Choral Association 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 the European Choral Association 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 the European Choral Association 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 the European Choral Association 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, partly also available for indirect members:

- 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 for indirect members (members of member association and members of the Friends of the European Choral Association)
- reduced costs for promotional packages
- use of the logo and the mention "member of the European Choral Association"
- access to a password-protected section of the website reserved for members
- 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 and the right to be a candidate for elections

Further advantages for direct members (organisations):

- the fact of belonging to the network of the European Choral Association
- the fact that members of the member organisations (with some exceptions – see details below) are considered as "indirect members" of the European Choral Association and thus pay reduced participation fees at events of the European Choral Association¹. Please note: In order to profit from this advantage, indirect members must be able to prove with a membership card or bank statement that they are members of a member organisation of the European Choral Association and that they have paid their membership fee of the current year. The General Secretariat of the European Choral Association cannot know who is an indirect member in good standing or not.
- 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 Commissions / Artistic Committees for activities of the European Choral Association
- 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 / under the label of the European Choral Association
- 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 the European Choral Association e.g. for governmental initiatives aimed at improving the situation of music education or the position of choral singing in the country (the European Choral Association can provide officially formulated recommendations and examples of good practice from other countries).

Advantages for *Institutional Associate members*

- regular publications (Annual Report and brochures)
- links to members' websites on <http://www.EuropeanChoralAssociation.org>
- reduced advertising fees for the magazine, the websites and brochures

¹

This rule does not apply to

- *member organizations that have not paid their membership fee for the previous year*
- *umbrella organizations that decide to join as organizations in category A3 ~~3~~, small organisations*
- *organizations or institutions that do not have regular members and are thus in category A4*

In the case of big umbrella organisations which have been classified in category A1, the rule applies to all members of the members of this organisation and in some cases to all choirs in the country. For conductors' associations in category A2, indirect membership applies to all individual members of the association, i.e. to the conductors personally, though not to their respective choirs.



- use of the logo and the mention “partner of the European Choral Association”

Annex 3.3 - Members' Voting Rights and Fees

Fees approved by General Assembly in 2021 (for the years 2022-24)

In June 2021 the of membership the European Choral Association decided on a new membership structure with 4 categories (A1, A2, A3, A4) and 3 possible sizes for categories A1 and A2 (B1, B2, B3). The membership fees for an organization are calculated on the basis of these two parametres as well as the country in which the seat of the association is based.

<u>Type</u>		<u>Votes</u>	<u>Fees</u>		
<u>Category</u>	<u>Size</u>	<u>Votes</u>	<u>Country Gr. 1</u>	<u>Country Gr.2</u>	<u>Country Gr. 3</u>
				50% of 1	25% of 1
A1 choirs as ind. beneficiaries	B1 ≥ 1.000	32	2.000,00 €	1.000,00 €	500,00 €
	B2 ≥ 300 < 1.000	24	1.500,00 €	750,00 €	375,00 €
	B3 < 300	16	1.000,00 €	500,00 €	250,00 €
					75% of A1-B1
					50% of A1-B1
A2 25% of A1 individuals as ind. beneficiaries	B1 ≥ 1.000	8	500,00 €	250,00 €	125,00 €
	B2 ≥ 300 < 1.000	6	375,00 €	187,50 €	93,75 €
	B3 < 300	4	250,00 €	125,00 €	62,50 €
					75% of A2-B1
					50% of A2-B1
A3 - umbrellas	irrelevant	16	1.000,00 €	500,00 €	250,00 €
A4 - others	irrelevant	16	1.000,00 €	500,00 €	250,00 €

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): (confirmed by membership in November 2021)

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, HR, HU, MT, PE, PL, PT, SI, SK, TW and some other overseas countries, see below

3: from AL, AM, BA, BG, BY, GE, KZ, LT, LV, MD, ME, MK, 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 the European Choral Association

System of activities under the label of the European Choral Association Valid from January 2022

In 2015 the Board of the European Choral Association decided on a different system for activities under the label of the association, with different levels of involvement of the European Choral Association and a differentiated system of fees and communication services offered. In 2021 it was decided to simplify the system. The new system will be valid from 2022 for activities in 2023 and beyond.

Basic guidelines

All activities under the label of the European Choral Association have to fulfill the following basic conditions:

- They should be non-competitive
- 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 two basic types of activities published under the label of the association:

1. *Cooperation events of the European Choral Association*

These are events designed by the European Choral Association 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 cooperation events the European Choral Association is involved in the artistic design and the most important decision-making processes:

- EUROPA CANTAT festival
- EUROPA CANTAT *junior* Festival
- Leading Voices
- Conferences in connection with General Assemblies of the European Choral Association
- Eurochoir
- Possibly some other future activities

Text to be used for these activities “A cooperation event of the European Choral Association” + logo

2. *Activities under the label of the European Choral Association*

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

The artistic programme of the event must be approved by (the Artistic Strategy Group of) the European Choral Association and its 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 the European Choral Association with reduced fees for 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 events have to be reviewed and approved by the Board of the European Choral Association. Text to be used for these activities “An activity under the label of the European Choral Association” + logo

3. Promotional packages for other activities and events

There will no longer be “Activities from the network, promoted by the European Choral Association”. Instead, the European Choral Association will offer different promotional packages which those interested to use the network of the association can buy from the association’s website.

Special category: “Cantat festivals”

Festivals based on the same principle as the EUROPA CANTAT Festivals with which the European Choral Association 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, the European Choral Association promotes the other festival for free and they promote the European Choral Association for free in their publications. /

Text to be used for these activities “Cantat-festival supported by and supporting the European Choral Association” + logo

Promotion of certain events & activities offered by organisations/associations in which the European Choral Association is a member

In addition the European Choral Association will promote, free of charge, certain events and activities organised by organisations/associations in which the European Choral Association is a member. The scope of this free promotion may be limited in scope, and limited to events and activities which are of interest for the direct and indirect membership, such as IFCMs World Symposium on Choral Music and World Choral Expo, the European and International Forum on Music, major events of Culture Action Europe, offers from Musica International and the Choral Festival Network.

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

The different types of events would pay a different license fees or communication fees in exchange of communication and other services provided by the European Choral Association:

1. Cooperation events of the European Choral Association:

- Special fee based on a cooperation agreement, in most cases a combination of a flat rate to be paid in advance and a rate per person to be paid after the event

System approved in 2021, valid from 2022:

⇒ joint programme development between organizer & ECA

⇒ cooperation partner: choral organisation or in cooperation with a choral organisation

The European Choral Association offers:

✓ promotion [main visibility in program brochure, listed in different calendars, regular mentions in newsletter and on social media]

✓ common event implementation incl. musical programme

✓ long-time experience and renowned expertise

✓ high visibility for organizer and host city

The cooperation partners pay the following license fee

EC festival	Leading Voices	EC junior	EuroChoir
flat fee: 50.000€ + 10€ pp	flat fee: 20.000€ + 40€ pp	flat fee: 6.000€ + 2€ pp	flat fee: 750€ + 0€ pp

2. Events under the label of the European Choral Association

System approved in 2021, valid from 2022:

- ⇒ implement own event linked to ECA rules [approved musical programme;
- ⇒ invite ECA representative to event; supply data, photos and evaluation to ECA]

The European Choral Association offers:

- ✓ promotion [S+M-events: 1-page advert and L-events: 2-page advert in programme brochure, different calendars, newsletter and on social media]
- ✓ Input for musical programme
- ✓ long-time experience and renowned expertise
- ✓ increase in international visibility

The local organisers pay:

A communication fee consisting of a flat fee (non-refundable) to be paid in advance before the event + a fee per participant after the event (exception S events):

Size of event	Flat free	Fee p.part.		
S = small = < 100 parti.	750 €	0 €		
M = medium = > 100, < 1.000 part	1.000 €	Youth 2 €	Adult: 4 €	
L = large = > 1.000 part.	Youth: 1.500 € Adult: 3.500 €	Youth 0,5 € 1 €	Adult: 1 € 2 €	Short event Long event

In addition to paying the fee, the organisers of events under the label of the European Choral Association have to fulfill some obligations on their side:

All events shall:

- **Invite one representative** of the European Choral Association (from the Board, one of the 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 the European Choral Association
- **Distribute promotion material of the European Choral Association** such as the programme of activities for the following year to the participants of the event
- **Print the logo of the European Choral Association** in connection with the phrase mentioned on page 1 on all publications in connection with the event (Websites, newsletters, printed communication material including posters, programme books etc.)

In addition, cooperation events of the European Choral Association and Activities under the label of the European Choral Association shall:

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

In addition, only cooperation events of the European Choral Association shall

- **Supply data of all participants** (names + address information including E-mail addresses and phone numbers) to the European Choral Association after the activity
(in order to add them to the database of people interested in the European Choral Association's activities who shall receive information about the European Choral Association, 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 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 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"> - Taxi 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 the European Choral Association 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 the European Choral Association 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 the European Choral Association organises all meals in restaurants or seminar houses. Food and the main round of drinks are covered by the European Choral Association 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), the European Choral Association 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 the European Choral Association's 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 the European Choral Association 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>. Please only indicate the individual sums – the staff will fill in the total sum once she has checked whether everything is ok... 		

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 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'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 *(for better reading/understanding after having replaced "Europa Cantat" by "European Choral Association" and "BAT" by "TVÖD")*

POST OF SECRETARY GENERAL

1. The Secretary General shall be appointed by the Board of the European Choral Association 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 the European Choral Association (but under the general direction of the Board of the European Choral Association).
3. The Secretary General shall:
 - (a) represent the European Choral Association 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 the European Choral Association (up to TVÖD 11) 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 the European Choral Association.
 - (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 the European Choral Association and to realise its projects and events.
- (g) be responsible for the management of all directly organised events and projects of the European Choral Association.
- (h) be responsible for ensuring that events and projects organised under the seal of the European Choral Association, or joint ventures with other organisations, meet the high standards of artistic, pedagogical and budgetary control normally associated with the European Choral Association directly organised events and projects.
- (i) be responsible, in consultation with the Board, for the quality and content of all the European Choral Association 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 the European Choral Association 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 the European Choral Association 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 the European Choral Association 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

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 European Choral Association's 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
 - 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
- 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



- 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
- Vorbereitung verschiedener Anträge und Projekte in diesem Zusammenhang
- Allgemeine Unterstützung der Generalsekretärin der European Choral Association 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
- Preparation of different applications and projects in this context
- General support of the Secretary General of the European Choral Association 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 der European Choral Association
- 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, 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
- 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, 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



- 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 the European Choral Association.

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, usually 6 whose costs are covered by the the European Choral Association, plus one member from the next EUROPA CANTAT Festival whose costs are covered by the festival organisers (an exception was made in 2022 with all 7 members appointed by ECA with costs covered for the years 2022 to 2024, the rule should be rediscussed for 2024)

7.2.3 Co-option to the board

Should the European Choral Association 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 European Choral Association's structure of the association, 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 event of the European Choral Association during their time in the YC.

7.4.3 Meetings and finances

The funding for the YC in the budget of the the European Choral Association 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 the European Choral Association's 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 8 - Music Commissions and Steering Committees

For general Artistic Strategy planning and decision-making:

an Artistic Strategy Group with members of the Board and one member of the Youth Committee,
chaired by the Artistic Vice-President of the European Choral Association

For the EUROPA CANTAT Festival

a Steering Committee with 3 representatives from the European Choral Association

- (2 Board members & Secretary General
and 3 local representatives)
- a Music Commission for with 8 to 10 members, maximum 3 members of the Board of the European Choral Association (at least 2 of which must belong to the Music Strategy Group), 1 or 2 locals and 1 Youth representative who is not older than 30, chaired by the Artistic Vice-President of the European Choral Association

For “Leading Voices”

- a Steering committee (details to be defined)
- a Music Commission (chaired by a member of the Artistic Strategy Group, details to be defined)

For EUROPA CANTAT Junior (starting with preparations for the 2023 edition)

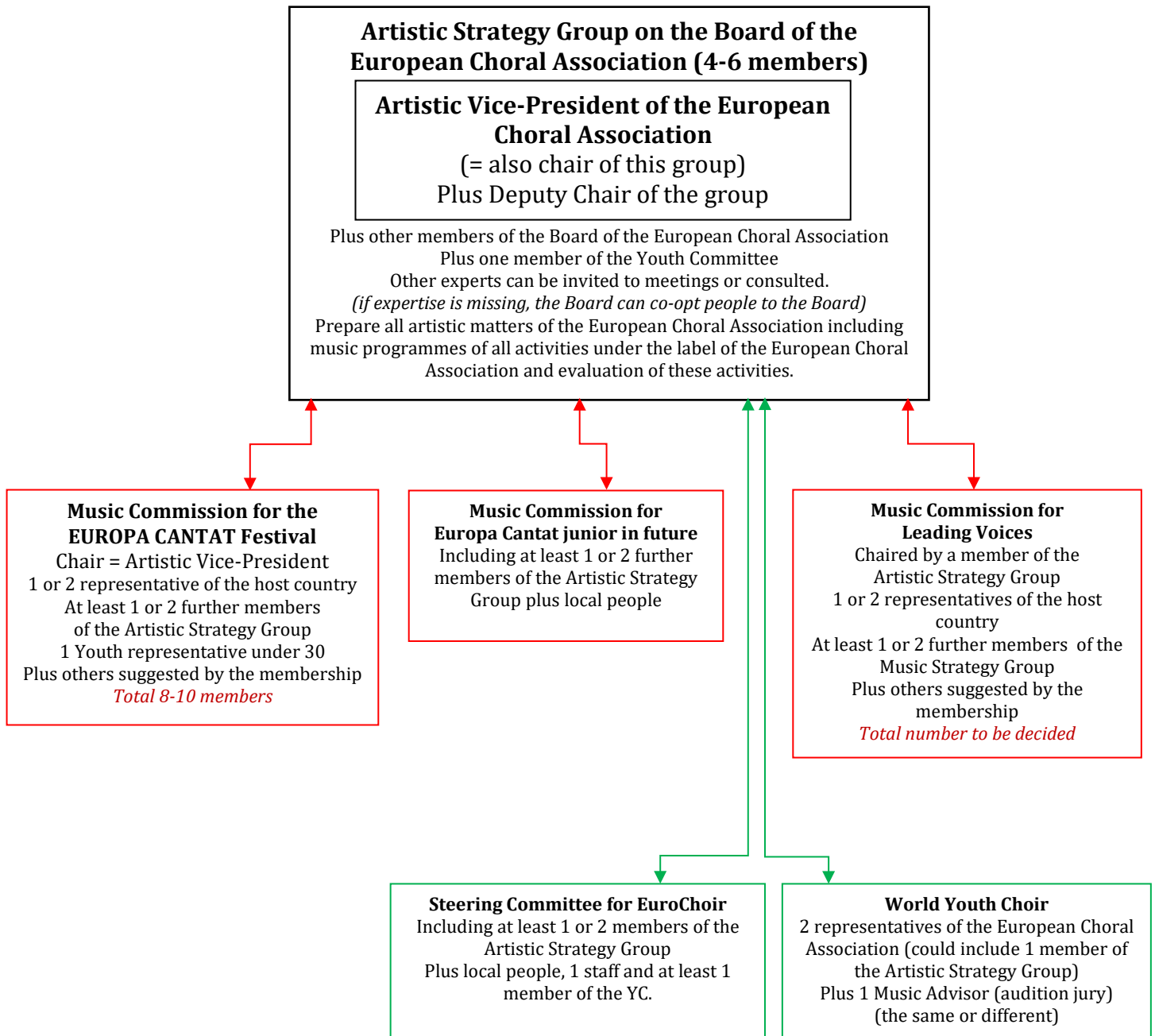
- a Steering committee (details to be defined)
- a Music Commission (details to be defined)

For EuroChoir and possibly other activities of the European Choral Association

- a Steering Committees with a mix of musicians and administrative people from the Board and team and from the local organisers (details to be defined)

For details see next page.

**New structure of decision making processes on musical issues
in the European Choral Association (11/2019)**



Comments:

- Mandates on the Music Commissions may not coincide with Board mandates, so Board members chosen for a certain Music Commission they should stay on that Commission until the event is over and evaluated.
Should there be no connection to the Board anymore, the Board can decide to add a new Board member.
- Members of the Board cannot have major artistic tasks at any of the events of the European Choral Association. Members of the Music Commissions and Steering Committees cannot have major artistic tasks at the events for which they are designing the programme.