

Welcome to the FEDEC Managing Board



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Credit- cover picture: Ben Hopper (Escuela de Circo Carampa, Auch 2013)

FEDEC

▪ HISTORY

FEDEC is a European and international network of about 65 members (2/3 of secondary, vocational and higher education circus schools and training programmes, and 1/3 of organisations involved in information, research and circus arts advocacy) located in more 23 countries in Europe and beyond.

Founded in 1998 at the instigation of the first vocational circus arts schools, FEDEC is committed to supporting the development and evolution of training, teaching and creation in the field of circus arts.

Since it was founded, FEDEC has worked with European support networks for the development and evolution of training, teaching, creation and employment in the field of formal and non-formal education (LLL-Platform), arts education (EYCO, ELIA and Culture Action Europe) and networks in the circus professional sector (CIRCOSTRADA and Circus Next).

Its 65 members are key players in their countries, developing training systems and contributing to the structuring of various levels of education. Thanks to its member federations and partner members, FEDEC is a platform which represents over 500 schools and centres (44 for secondary, vocational and higher education training, continuing training and e-learning, and 350 leisure and youth circus centres), involving over 6,500 circus organisations and associations (festivals, businesses, information centres, artists' unions, production and promotion organisations), that is around 2.5 million practitioners and professionals.

▪ MISSIONS AND GOALS

FEDEC supports the development and evolution of training, education and creation in the field of circus arts.

QUALITY OF CIRCUS ARTS TRAINING

- To improve the quality of circus arts education, creation and innovation
- To strengthen the governance, leadership and management of training institutes through facilitating mutual learning, the exchange of experience and the transfer of best practice

COOPERATION, TRAINING & EDUCATIONAL INNOVATION

- To strengthen the links between the training levels – leisure, secondary, vocational and higher – through international peer exchanges (training programmes, seminars, brainstorming sessions and studies)
- To improve European mobility for students, teachers, directors, technicians and administrators
- To develop educational exchanges in the form of collective creations, continuous training and e-learning, and to develop freely accessible innovative educational tools
- To encourage applied research in fields connected with circus arts education
- To strengthen the international dimension of schools and training programmes thanks to improved cooperation between its members and the partner organisations in Europe and in other parts of the world

PROFESSIONAL INTEGRATION

- To promote the work of young artists in training by organizing artistic development exchanges and co-producing shows
- To help them enter the job market by strengthening collaboration and synergies with the professional sector (troupes, companies, residency locations, festivals, national unions or federations and leisure schools)
- To post job, residency, creation and cooperation opportunities on the FEDEC website

STRUCTURING RECOMMENDATIONS FOR FORMULATING NEW POLICIES

- To support its members and encourage their structuring and recognition initiatives locally, regionally and nationally
- To support the recognition of training programmes as centres of creation, innovation and research
- To advocate training programmes at a local, regional, national, European and international level, and produce sector recommendations for stakeholders in Circus Arts education
- To work for recognition of the specific characteristics of circus arts education and its occupations

- To contribute as a partner network of the European Commission - DG EAC and DG EMPL(ESCO) – to the European policies on education and arts training, recognition of professions and employment prospects through sector recommendations
- To raise awareness among its members and partners of European policies on education and training, culture, youth and employment, and develop their capacity to actively contribute to them

SECTOR OBSERVATION

- To monitor the sector through consultations and surveys among its members and partner networks
- To analyse the data and issue recommendations on future developments

▪ MEMBERS

Since 2019, FEDEC has 2 membership categories:

- **Full members**

Full members are schools, professional training institutions, higher education institutions or teacher training institutions in circus arts. Full members have voting rights at the General Assembly and are eligible for election to the Managing Board. They can be divided into two sub-categories, which are:

1. Higher Education institutions delivering a qualification recognised by the state.

These are schools or institutions that offer circus arts training or programmes, entering in the European Qualifications Framework, with a minimum duration of three years, at the end of which the student is ready to enter the professional sector/the job market and is presented with a state-recognised qualification.

The school or institution must have legal status. Its programme must be written and submitted to the Federation. Enrolled students must be studying full-time. Students are accepted on the condition that they are qualified to higher secondary education level.

2. Circus as an option in secondary level studies and vocational training

These are schools or institutions offering full-time circus option training programmes in order to prepare students:

- either with the experience and qualifications needed for students to be admitted into a vocational training school or a higher education institution, in which case the preparatory training should last a minimum of one year;
- or for professional life, in which case the professional training should last a minimum of two years and prepare the students to enter the job market.

The school or institution must have legal status. The programme that it offers must be written and submitted to the Federation.

- **Partner members**

The partner members are associations, festivals, national federations, or information centres who are directly connected to the education, training, creation, production, dissemination or the promotion and the advocacy of circus arts and artists. They must have legal status and be able to prove that their main activity is linked to the circus arts sector and that they promote the young circus arts professionals. They must respect the ethics of the Federation.

Partner members have voting rights at the General Assembly. They are not eligible for election to the Managing Board. They are selected by the Managing Board, who makes a recommendation to the General Assembly to decide.

▪ PARTNERSHIPS

FEDEC is currently the only network funded under the Erasmus+ European programme to be advocating in the field of artistic training and education.

With its experience in structuring and supporting training programmes, its knowledge of the issues attached to artistic pedagogy, its action regarding various themes and initiatives on the European agenda and its dynamic network, FEDEC is actively involved in building a structured dialogue between civil society and national and European institutions.

It is also involved in European networks which bring together a large number of civil society actors, such as:

- [LLL Platform](#) (Lifelong Learning Platform - European Civil Society for Education)
- [ELIA](#) (European League of Institutes of the Arts)
- [Circostrada](#), a European platform for street arts and circus arts

FEDEC is therefore involved in **advocacy actions** in order to participate in defining the issues and common policy statements to advocate at sector level as well as at local, regional, national and European levels.

▪ FUNDING

In 2020, the annual budget is +/- €200,000, for around 30 activities and a team of 1 full-time + 3 part-time employees, with 3 sources of income:

- Membership fees of +/- 52 000 euros
- The annual operating grant of 125,000 euros ([DG Education and Culture – Erasmus+ Programme](#), KA3, Support for Policy Reform - Civil Society Cooperation in the field of Education and Training), to be confirmed each year
- The Festival Mondial du Cirque de Demain, which contributes €2,500 to FEDEC

FEDEC also receives support from the COCOF (the Belgian French Community Commission) which provides the team offices in Brussels (a contribution which can be valued at up to 12,000 euros/year).

MANAGING BOARD (MB)

▪ GENERAL DESCRIPTION

FEDEC is an international non-profit-making association established under Belgian law, governed by a Management Board (MB). This Board is composed by members elected during each April General Assembly (GA). The MB is a body which debates, reflects, exchanges information, deliberates and makes proposals to the General Assembly.

The MB meets 4 times a year:

- In January/February, on the side-lines of the Festival Mondial du Cirque de Demain (Paris).
- In April, during the Annual conference hosted by a FEDEC member (during which a General Assembly is held)
- In September, in Brussels at the FEDEC office
- In October, during the CIRCa festival in Auch (FR) (during which an Extraordinary General Assembly is held)

Extraordinary meetings may be added, for example during a recruitment process or for deciding a new work programme.

The members of the FEDEC team participate in the MB meetings, which they prepare.

The MB is composed of a maximum of 12 elected representatives, all full FEDEC members. Elected for a 3-year mandate (renewable twice), MB members appoint their Executive Committee made of a President, a Vice-President, a Treasurer and a Secretary (see details in the Statutes).

As required, the MB members can set up ad hoc groups, such as the Human Resources Committee (composed of Stéphane Simonin, Adrian Porter and Anna Beentjes in 2019) which acts as an interface between the MB and the

administrative team regarding any staffing issues. A new series of Working Groups (WG) have been settled in January 2020, with new functioning rules.

Together with the WG, the GA and the team, the MB proposes annual, triennial and themed programmes for the federation. The MB is responsible for their implementation, along with the team, once they have been adopted by the GA.

MB members are encouraged to actively participate in the focus groups, which deal with current network issues, challenges in our sector, defined after consulting the GA members and the priorities in terms of education, training and learning at European level.

The composition of the Board can be found here: <http://www.fedec.eu/en/139-managing-board>

■ MB RESPONSABILITIES

● Responsibility for the content of the work carried out by FEDEC

Board members must “implement the organisation’s programmes and maintain its reputation and assets. They have a duty to manage the organisation honestly and in good faith; they must protect the organisation’s interests demonstrating the attention and vigilance of a benevolent and cautious person.”

The board members are responsible for:

- Consulting the members of the General Assembly regarding needs, difficulties and standpoints
- Confer within each focus group and report back to the other MB members in order to be able to determine the work programmes for the following period
- Define the network’s strategy
- Define the types of partnership and potential networks and partners

The MB should, in fact, nurture its relationships with people and groups who are not members of the organisation, particularly people likely to become members, with influential community figures, other organisations and various public and private companies. The image projected by the organisation may have a significant impact on the spirit of these relationships.

It is by effectively making its activities, concerns and points of view known not just to the members but to the entire surrounding community that the organisation builds up its image.

● Financial responsibilities

It is the Board members who must collectively think of a funding plan. They also develop a plan for future funding. They propose the discussion on the membership fee amounts to the GA members, with a costed proposal. They distribute the funds among the different resources (membership fees, private contributions and European programmes) and ensure the organisation’s priority requirements match the budget.

They are the trustees and managers of the funds the organisation raises, accepts and distributes. All Management Board members are required to demonstrate judgement as a reasonably prudent individual would do when managing his own funds. They must apply the required financial controls to protect the organisation’s assets and limit liabilities (for example, procedures authorising expenditure and borrowing, budget control, etc.).

The director takes care of the monitoring and day-to-day management of the budget, and checks and prepares all the monitoring documents beforehand with the Treasurer as well as the decisions to take to the MB.

When approving the year’s accounts, the members must vote to discharge the board members and the director.

● Responsibilities regarding the operating procedure

The various actions are taken together for the purpose of defining the organisation’s priorities and obligations, then developing the action plans accordingly.

The objectives should be consistent with the needs of the organisation and its members and be reflected by a budget or a use of resources which meets such needs. The activities conducted in the organisation's name must be in line with the established objectives. To fulfil its responsibilities regarding use of funds, the MB must assess the effectiveness of programmes by using internal assessment methods.

■ LINKS BETWEEN THE MB AND THE TEAM AND FEDEC MEMBERS

● Links between the MB and the administrative team

The President is encouraged to establish regular contact with the director between MB meetings for effective communication of information.

Board members may wish to meet without the team. A 'closed-door' session has now been settled during all the MB meetings.

A Human Resources Committee was set up in 2014 (see paragraph in the general description) to provide the team with the best support possible with its human resources missions (careers, skills, recruitment, interviews, training courses).

Performance reviews, recruitment procedures and decision preparation are prepared by the director who provides the HR Committee with the necessary details for good decision-making (personal interviews, budget data, legal obligations, etc.).

● MB/team/members communication

The MB communicates its decisions or questions to members via e-mails from its president or the administrative team. The communications, both written and verbal, allow members to understand and support the MB's actions.

It is a two-way process, as the MB must also "take the temperature" of the organisation's members, especially when it is time to establish objectives and plan programmes. The decisions taken in MB meetings must be accounted for, as the GA mandates the MB for this work.

■ INSURANCE, EXPENSES AND CODE OF CONDUCT

● Insurance

The MB is required to protect the organisation's valuable assets by taking out an insurance policy. Premises and equipment must be assessed and insured for their estimated replacement value. The people who conduct monetary transactions, such as the director in consultation with the treasurer, should be covered by an insurance policy.

It is also wise to take out liability insurance for property owned by organisations to cover the consequences of negligent management. A comprehensive liability insurance policy can cover whatever is insured in the event of damage caused to a third party.

● Expenses

The FEDEC budgets allocate an amount to cover the expenses of a maximum of 3 Board members per meeting, for the two MB meetings which take place in January and September (not those on the side-lines of General Assemblies). The aim of this measure is to allow Board members from schools which are too financially frail to support regular trips abroad to participate. A request to the administrative team is sufficient for the expenses to be paid.

A budget is also allocated to cover part of the President's expenses (accommodation and travel expenses).

● Code of conduct for Board members

1. Before you stand for election, make sure you have read this guide and that you consult colleagues on the Board and consult the team on how things operate and the availability requirements in order to familiarise yourself with the responsibilities.
2. Familiarise yourself with the FEDEC's statutes and history (accessible at www.fedec.eu).
3. Adopt the idea of belonging to a MB which endeavours as far as possible to govern in a federative, consultative, egalitarian and democratic fashion.

4. Make sure you always think and act as a network Board member for the common good, and not as a director of your school.
5. Attend all MB meetings, or if you are absent, prepare the agenda with the person to whom you are giving your proxy. You will be able to fully express your opinion and have the guarantee that the MB will hear what you have to say.
6. The FEDEC is a dynamic network with numerous missions and activities, in a constantly evolving sector. The MB, therefore, is very active. Think about stepping down if you are unable to do the work expected of you.
7. Read the minutes of every meeting to ensure they faithfully reflect what was said and notify the team of any alterations to be made.
8. Exercise your right to speak at each meeting.
9. Disclose any risk of conflict of interest quickly.
10. Make sure you maintain a respectful and benevolent employer – employee relationship.
11. Make sure that the staff in the administrative team are competent and that the job descriptions are clear.
12. Make sure there are proper procedures for inflow and outflow of money and that insurance has been taken out to cover the risks.
13. Make sure the organisation’s programmes are regularly evaluated.

FEDEC TEAM

■ COMPOSITION

In 2020, the [FEDEC team](#) is composed of

- A Director: Isabel Joly (full time)
- An EU Project manager: Lorenzo Albiero (part time)
- An Events coordinator: Capucine Hec-Couton (part time)
- A junior EU Project office: Sarah Weber (part time)

■ ITS MISSIONS

The administrative team is responsible for implementing the work programme, managing various files as well as European grant applications and their follow-up, personnel management, financial monitoring and organising the different Management Board meetings, general assemblies and other FEDEC events and activities.

For 20 years, FEDEC has flourished thanks to the commitment of its members and also the skills of the team in terms of operation, management, administration, organisation, follow-up, evaluation and dissemination.

The distribution of work between the MB and the team is clearly defined to prevent any disruption to the proper governance of the association. The MB is the decision-making body which meets 4 times a year and the director has the contractual role and mandate to ensure the proper implementation of the consultation, the work programme, transparency, coordination and reporting (on activities and budget). She is responsible for HR management in conjunction with the MB’s HR Committee.

Employees have regular appraisal with the director. The director meets annually with the HR Committee for a review.

■ CONTACT THE TEAM

The team is based in Brussels, in an office provided by the COCOF free of charge, near the Central Station: (rue du Meiboom 18, 1000 Brussels)

You can reach the team every day by phone at +32 2 526 70 09 or by email info@fedec.eu

AVAILABLE UP ON REQUEST

- STATUTES OF THE ORGANISATION
- LIST OF FEDEC MEMBERS
- LIST OF BOARD MEMBERS AND CONTACT DETAILS
- DESCRIPTION OF THE TEAM WORK
- LIST OF WORKING GROUPS
- MINUTES OF MANAGING BOARD AND GENERAL ASSEMBLY MEETINGS OF THE PAST YEAR
- ACCOUNTS OF THE PAST YEAR
- DRAFT BUDGET OF THE ONGOING YEAR
- THE ANNUAL CALENDAR