



# ENCATC

The European network on cultural  
management and policy

## INTERNAL RULES

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## 1. STATUS OF THE INTERNAL RULES

The Internal Rules of ENCATC (hereinafter the "Rules") are supplementary and subordinate to the Statutes of ENCATC, an international non-profit association registered under Belgian law on 1 October 1998.

This living document gathers several important issues and procedures which should be regulated and/or fixed in writing, but are not yet part of the Statutes. In case of contradiction between the Rules and the Statutes of the association, the latter shall prevail.

Each ENCATC member accepts and complies with these Rules by subscribing to the network. Each member of the Governance and of the External Representative Bodies accepts and complies with these Rules *de facto* after election / nomination. The staff of the association accepts and complies with these Rules by signing an employment, fee or internship contract.

If the General Assembly wish to suggest modifications to these Rules, these modifications need to be approved upon a simple majority vote by present or represented members (Statutes, Art. 30).

The ENCATC Internal Rules have been prepared by the Secretariat and officially approved by the ENCATC General Assembly gathered in Antwerp, Belgium on 07 November 2013. Additional amendments were approved by the ENCATC General Assembly gathered in Brussels, Belgium on 26 January 2017.

## 2. MISSION AND AIMS OF THE ASSOCIATION

The mission of the ENCATC association is to lead and stimulate the development of education and research in cultural management and policy in Europe and beyond.

The association's aims are the development of training for cultural managers, the development of cultural management, and co-operation between centres organising this training, all from a European perspective (Statutes, Art. 4).

## 3. ENCATC STRUCTURE, METHOD OF REPRESENTATION AND POWERS

According to the ENCATC Statutes, the following bodies govern or manage the association: the General Assembly, the Board of Directors (Board Members), the President, one or two Vice Presidents, the Secretary, the Treasurer and the Secretary General (Statutes, Art. 18).

### 3.1. Governance Bodies

#### 3.1.1. General Assembly

The General Assembly is established as ENCATC's governing body (Statutes, Art. 19-22). The General Assembly is made up of all members of ENCATC, but only full members have the right to vote. All full members have an equal vote, each having one voice. The General Assembly is quorate if two thirds of the full members are present or represented (Statutes, Art. 21).

If not able to attend the General Assembly, a full member can delegate another full member to represent his/her institution and vote on his/her behalf by filling in and duly sign the Proxy Form (**Official Proxy Form General Assembly**) sent by the ENCATC Secretariat before the Assembly.

The holding is necessary for modifications to the Statutes, election, dismissal and discharge of Directors, budget approval, dissolution of the association, exclusion of a member, change of the aims and status of the association, discussion and approval of recommendations made by the Board, participation in setting out policies and projects, and giving opinions to the Board of Directors (Statutes, Art. 19).

The annual General Assembly is organised possibly alongside the Annual Conference at least once a year. A preliminary invitation from the Secretariat, signed by the ENCATC President or, whether not possible, from the Vice-President, giving the proposed dates and venues, shall be sent to member organisations at least 21 days in advance, unless otherwise decided by the President. In this preliminary notice, the Secretariat shall indicate whether any (and if so, how many) vacancies are to be filled on the Board. The Secretariat shall also indicate which existing members of the Board (if any) wish their names to go forward for re-election and shall invite further nominations.

The President and in his/her absence the Vice-president shall preside the General Assembly. He/she shall declare the opening and closing of each meeting, read the agenda, direct discussions, ensure observance of the rules, accord the right to speak and announce the decisions taken. The minutes of the General Assembly, signed by the President and the Secretary General, shall be kept by the ENCATC Secretariat.

### **3.1.2. Board of Directors**

The Board of Directors sets out the policies to achieve the mission and aims of the association. All powers not expressly given by law to the General Assembly, fall to the Board of Directors (Statutes, Art. 23).

The ENCATC Board is composed of max 7 members elected and dismissed by the General Assembly. For one of these seven posts, priority is given to an associate member. All other members of the Board of Directors are full members. In case of no candidate application from an associate member, all members of the Board of Directors will be full members (Statutes, Art. 24).

Each Board member is elected for a period of two years. At the end of this period, each member can put themselves forward at the next elections. No Board member can carry out this function over a continuous period of 6 years or two re-elections. Board Members are elected in a personal capacity and not to represent their country or institution. To ensure a spread of interests, only one Board member from each country can be elected (Statutes, Art. 24).

The Board of Directors meets upon invitation from the President or the Secretary General as often as is necessary for the interests of ENCATC. However, the gathering of the Board is required at least twice a year following a call by the President or Secretary General. During these meetings, the quorum is reached when half of the Board members are present and the decisions are reached on a simple majority of the votes. Each Board member has one vote (Statutes, Art. 26).

The agenda attached to the invitation is set out by the Secretary General in cooperation with the President and will be accompanied, where necessary, by a summary of points listed.

If not able to attend a Board Meeting, a Board Member must delegate another Board Member to represent him/her, take decisions and vote on his/her behalf during the meeting, as well as to approve minutes and decisions on his/her behalf after the meeting, by filling in and duly sign the Proxy Form (**Official Proxy Form Board**) sent by the ENCATC Secretariat before the meeting.

In order to ensure a good governance of the organisation, Board Members are expected to be present at each Board Meeting (online and offline) and at the occasion of the Annual General Assembly/Conference. Board Members who miss two Board Meetings per calendar year are subject to removal from their post. Absences are accepted, provided that a good reason is advocated.

The Board has the power to engage special advisors (Statutes, Art.28), set up subcommittees and authorize the establishment of ad hoc focus groups gathering members of the association.

The work done by the Board Members (including President, Vice-President, Secretary, Treasurer, Ex-Officio Board Members, Co-opted Board Members, International Correspondent Board Members) is considered on a voluntary basis.



Travel and accommodation costs of the Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows (project based activity funded by external funds/grants), the Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum two times per year.

The ENCATC Board Members are elected with the specific mandate of:

- To ensure that the association complies with its statutes, charity law, company law and any other relevant legislation or regulations;
- To safeguard the good name and promote the values of the association;
- To give firm strategic direction to the association, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets;
- To regularly attend and participate in Board meetings (approximately 2-3 times per year) and be active member in exercising their responsibilities and functions;
- To effectively respond to communications from the Secretariat and other Board members in between Board meetings;
- To effectively contribute to the increase of the ENCATC public image and visibility;
- To actively contribute to the design and implementation of the activities and events of the association;
- To actively support the Secretariat in fundraising;
- To actively support the Secretariat in recruiting new ENCATC members;
- To use any specific skills, knowledge or experience to help the President reaching sound decisions during the Board meetings;
- To provide guidance on new initiatives.

In case of non-availability of the President, and or the Vice President and of the Secretary General, the Members of the Board should ensure the representation of the association vis à vis of third parties, media and the general public at national, European and international level.

If a Board Member is invited by the Secretary General or by any other organisation to represent ENCATC in an international, national or local event, he/she must include his function within ENCATC in the programme of the event.

If he/she will be asked to provide a presentation, this should include the ENCATC logo. The bio and signature of each Board Member should also include his/her function within ENCATC.

### **3.1.2.1. President**

The President represents ENCATC at the highest level. He/she must be a representative of a high education institution which is a full member of ENCATC. A Board Member may assume the role of President for a maximum of four years (Statutes, Art. 25).

The ENCATC President is elected with the specific mandate of:

- To chair the meetings of the General Assembly and the Board and set out the agenda together with the Secretary General;
- To ensure, together with the Secretary General, the representation of ENCATC at external meetings and events;
- To contribute and supervise the activities of the Secretary General;
- To take part in formulating and regularly reviewing the strategic aims and the business plans of the association;
- To ensure, together with the other Board Members, that the policies and practices of the association are in keeping with its purpose;
- To ensure, together with the other Board Members, the association's functions within the Belgian legal framework;

- To take urgent action, including decision making action, between Board meetings when it is not possible or practical to hold a meeting.

All activities undertaken by the association are, except for proxies of the Board of Directors, signed by the President who need not justify powers given for this purpose to third parties. Both plaintiff and defendant related legal proceedings are dealt with by the Board of Directors represented by its President or a Board member appointed for this by the Board of Directors (Statutes, Art. 25).

### **3.1.2.2. Vice-President**

The Vice-President shall perform the President's duties in his/her absence.

### **3.1.2.3. Secretary**

The Secretary shall sign the minute of the General Assembly.

### **3.1.2.4. Treasurer**

The ENCATC Treasurer is elected with the specific mandate of:

- To supervise the work of the Secretariat regarding financial matters;
- To present the financial interim reports to the Board and the General Assembly;
- To secure the financial resources;
- To work to ensure the financial viability and sustainability of the association;
- To advise the Board on how to carry out its financial responsibilities;
- To advise on the financial implications of the association's strategic plans;
- To ensure the financial stability of the association;
- To ensure that the association has an appropriate reserves and investment policy;
- To protect and manage the property of the association, ensuring the proper investment of the charity's funds;
- To ensure equipment and assets are adequately maintained and insured;
- To ensure that all Board Members contribute to the fundraising of the association;
- To oversee and approve budgets, accounts and financial statements and presenting them at Board meetings and General Meetings;
- To ensure that proper financial records and procedures are maintained;
- To ensure that appropriate accounting procedures and controls are in place.

### **3.1.2.5. Ex-Officio Board Member**

Where the Association is subsidized by an intergovernmental organisation such as the Council of Europe, the Commission of European Communities or UNESCO, a representative of this organisation may take part in the Board meetings as member ex-officio. This person has no voting right (Statutes, Art. 24).

### **3.1.2.6. Co-opted Board Members**

If need be, for the completion of a project or for specific skills and competences required, the Board may co-opt up to two new members outside the Board for a period not running beyond the next General Assembly (Statutes, Art. 24). The Co-opted Board Members, however, do not have the same status as the other Board Members since they are not elected by the General Assembly. They should only work on specific projects mandated by the Board. They do not have voting power within the Board and have access only to information and specific documents linked to their project.

Travel and accommodation costs of the Co-opted Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows

(project based activity funded by external funds/grants), the Co-opted Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum one time per year.

### **3.1.2.7. International Correspondent Board Members**

The ENCATC Statutes (Art. 28) allows the Board to engage special advisors. Based on this legal statement, the Board defined and adopted the position of International Correspondent Board Member during the meeting in Brussels on 4-5 December 2014.

The International Correspondent Board Members are appointed by the President of their respective organisations among their Board Members. This role is to serve as a liaison between ENCATC and those organisations, advising on potential collaborations, fostering synergies among strategies, policies and projects, and acting as a conduit of information between the two organisations.

Elected for a 2-year term, the International Correspondent Board Members have a visiting place on the ENCATC Board, with the same duties and rights as the Board Members, but with no voting power and no access to budget and staff know-how or any sensible (conflict of interest, etc.) document.

As an integral part of ENCATC Board, it is the intent / desire of ENCATC that the International Correspondent Board Members participate for the entirety of all Board meetings, either electronically or in person, as an active participant in discussions.

Travel and accommodation costs of the International Correspondent Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows (project based activity funded by external funds/grants), the International Correspondent Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum one time per year.

### **3.1.3. Secretary General**

The Secretary General is responsible for the daily management of ENCATC and he/she is appointed or dismissed by the Board of Directors following the President's proposal (Statutes, Art. 29).

He/she shall be accountable for the work of the ENCATC Secretariat to the President or to any other member of the Board as the Board shall decide. His/her work is supervised by the President and the Board members on behalf of the General Assembly.

The Secretary General shall have the full operational and administrative responsibility and shall manage the staff. As stated in the contract, his/her day to day tasks/administrations include:

- In conjunction with the Board, contribute to the design of a development strategy for the network; execute the strategy and activity plans;
- Develop project proposals and partnerships and facilitate networking between ENCATC members;
- Maintain close contact with the President, Board and Members to ensure the best possible information and communication flow concerning the network, its members and relevant news in the sector or related areas;
- Be responsible for reporting to the Board, including the preparation of logistics of Board meetings, preparation of agendas, papers and minutes of meetings, in co-operation with the President;
- Prepare, in close cooperation with the Board and the hosting organisation, the network's annual members' meeting and conference, as well as other ENCATC meetings, such as the European Training of Trainers Academies;



- Be responsible for the management, development and evaluation of income generating strategies;
- Ensure the promotion of ENCATC within the arts management education and training sector and beyond;
- Maintain on-going contacts with the European Institutions, Council of Europe, UNESCO, and other authorities and potential cooperation partners such as European cultural networks;
- Represent ENCATC and communicate its vision on arts management education and training in Europe;
- Be responsible for the management of the ENCATC office and all its activities, as well as administration of projects, contracts, and budgets;
- Supervise the work of the persons working for ENCATC (website manager, temporary staff members, outsourced contracts and trainees);
- Undertake any other tasks and responsibilities as reasonably required by the organisation.

The Secretary General supported by the Board shall prepare the accounts and budget for submission to the General Assembly. The accounts of the association shall be prepared by an external accountant with the support of the Secretariat and shall be subject to an external audit.

### **3.2. The Secretariat**

The ENCATC Secretariat organises events, implements activities and projects and prepares and disseminates information.

The staff of the Secretariat is accountable to the Secretary General. He/she selects the human resources of the Secretariat, supervises and assigns tasks and their responsibilities.

The ENCATC staff reports on regular basis to the Secretary General about its achievements during the periodic staff meetings or by means of forms.

#### **3.2.1. Departments**

The ENCATC Secretariat is organised in four main Departments: each with specific allocation of resources and advantages:

- Management (MANAG)
- Administration (ADMIN)
- Communication (COM)
- Activities / Projects (ACTIV-PROJ)
- Publications (PUBL)

According to the development of the Secretariat, new departments can be created.

#### **3.2.2. Staff Rules**

The following articles are complementary to the "Reglement de Travail" drafted by SDWorx (Belgian Social Secretariat) and signed by each employee, external collaborator and trainee of the ENCATC Secretariat, as required by the Belgian law.

##### **3.2.2.1. Working Hours**

Time allocated to activities and projects by every employee shall be recorded by means of a Timesheet Form (**Official Timesheet Form**) signed by the employee and the employer and submitted at the end of each month to the Secretary General.

The working hours of the full-time staff (38 hours/week) are the following:

Monday	09:00-13:00	13:30-17:30
Tuesday	09:00-13:00	13:30-17:30
Wednesday	09:00-13:00	13:30-17:30
Thursday	09:00-13:00	13:30-17:30
Friday	09:00-13:00	13:30-15:30

The working hours of the part-time staff (20 hours/week) are the following:

Monday	09:00-13:00
Tuesday	09:00-13:00
Wednesday	09:00-13:00
Thursday	09:00-13:00
Friday	09:00-13:00

Additional slots of time to be agreed with the Secretary General are ruled by the official "Reglement de Travail".

Lunch time is 30 minutes. Additional time must be recovered within the same day.

### **3.2.2.2. Holidays, Recovery and Absence**

Holidays and recovery shall be recorded by means of a Holiday and Recovery Form (**Official Holiday Recovery Form**) signed by the employee and the employer and submitted to the Secretary General before the 23<sup>rd</sup> of each month. The official "Reglement de Travail" specifies the calendar of official holidays in Belgium.

If, as part of a project or ENCATC activity, it is decided to organise an event or a travel on a Saturday or Sunday, the employee will be able to recover the lost public holidays by the 31<sup>st</sup> January of the following year. Upon his return from the mission, the employee will immediately indicate to the Secretary General the number of days/working hours that he will recover as well as the exact dates.

At the occasion of the ENCATC Annual Conference, each staff member will be able to recover 1 day by the 31<sup>st</sup> January of the following year.

At the occasion of evening events (after 17:30) or morning events (before 9:00), the staff members appointed to take care of the logistic support and communication of these specific events will be able to recover the extra working time, unless otherwise agreed, by the 31<sup>st</sup> January of the following year.

If for an exceptional reason agreed with the Secretary General a staff member needs to enter the office later or leave earlier than normal daily hours, he/she must deduct the lost working time from his/her cumulated recovery.

Absence from the office for personal reasons shall be recorded by means of an Absence Authorisation Form (**Official Absence Authorisation Form**) signed by the employee/trainee and the employer.

In case of incapacity to work due to medical reasons, the employee must inform the employer as soon as possible and submit a medical certificate to the employer within 2 working days.

### **3.2.2.3. Use of IT resources and Internet services**

Each staff member signs and complies with an IT Charter (**Official IT Charter**) that regulates users' responsibility in the correct use of the IT resources and Internet services in the office, sets limits to their usage and underlines the importance of security for the ENCATC IT network.

### **3.2.2.4. Performance Review and Evaluation**

The Performance Review is a process of reviewing past calendar year performances of the staff and analyse the work done so far. In addition, it offers the opportunity for the staff members to voice their concerns and define clear objectives to achieve in a short, medium and long term.

Once a year the President or another member of the Board shall have a performance review meeting with the Secretary General.

The Secretary General shall have a performance review meeting with other staff members two times a year (mid-term - after 6 months - and yearly review - after 12 months) (**Official Staff Performance Review Form**) and trainees (**Official Trainees Performance Review Form**). The reviewer will write minutes of the performance review which have to be reviewed and approved, then signed by the staff member as well as the reviewer. A copy will be sent to the Board of the association.

### **3.2.2.5. Workplace Conduct**

As established by the official "Reglement de Travail" signed by each employee, external collaborator and trainee, staff members will keep a correct conduct on workplace, with special regard to their office hours, relation with colleagues, image of the organisation, security and the use of emails, telephone and internet.

During the working hours, the employee is also formally prohibited from (Reglement de Travail, Art. 9.1):

- Reading newspapers, reading, printing and answering personal mail, surfing on Facebook and other social networks, carrying out private online bank transfers, booking travel tickets in a private capacity and making personal phone calls. On the other hand, these actions will be allowed if they take place during the lunch break;
- Using or starting any machinery or device that hasn't been entrusted to him or her;
- Smoking on the premises where a notification is given;
- Bringing people in the office without previously asking an authorization;
- Bringing animals in the office;
- Handing out or posting similar printing matter or notifications, holding meetings, conducting propaganda, receiving fees, fundraising or offering things for sale on workplace, except when expressly authorized by the employer;
- Being drunk on the premises.

The employee must restore in good condition to the Secretary General tools and raw material not used that have been entrusted to him or her along with all the materials (documents, etc.) handed to him or her and enabling them to fulfil their work.

The employee must ensure that the office is pleasant to live in for all employees. Hence, the employees of the association will be mindful to:

- Clean and put the dishes back in the kitchen after using them during the day so that other employees can use them;
- Keep their workstation tidy at the end of the workday.

The employee must train a substitute during a spell of at least one week as well as pass on to him or her all the information he or she deems useful for a smooth transition from one job to another.

## **3.3. External Representative Bodies**

### **3.3.1. Ambassadors**

The ENCATC ambassadors are proposed by a Board Member or the Secretary General and approved by the Board among members or non-members. They help the association to increase its public image, visibility and membership. ENCATC ambassadors act as international, regional or national representatives, depending on their profile, interests, and desired level of responsibility.

They extend and amplify ENCATC's work and mission and generously accept to use their talent and status to help focus the ENCATC stakeholders' attention on the work of the network.

ENCATC Ambassadors are individuals undertaking this role in the country where they reside or when they travel to another country. They are elected for a mandate of maximum six years.

### **3.3.2. Experts**

ENCATC experts are members or non-members closely related to the organization.

ENCATC experts provide advice and support to ENCATC to define specific strategies, to draft applications for funds, and to support the implementation of its working programme.

ENCATC Experts commit to their specific role by filling in a Commitment Form (**Official Expert Commitment Form**).

## **4. MEMBERSHIP RULES**

### **4.1. Definition of ENCATC member**

According to the ENCATC Statutes, the organisation / institution applying for ENCATC membership is to be considered as the member of ENCATC. The organisation / institution will appoint an official representative who will act on its behalf. The teaching staff and the researchers bound by an official contract with the organisation / institution member of ENCATC will be allowed access to membership benefits and services.

From an administrative point of view, the ENCATC Secretariat will keep in the members' database alongside the main contact a maximum of two other contacts, unless otherwise agreed with the ENCATC Secretariat. It will be the sole responsibility of the member institution to disseminate the information internally.

### **4.2. Eligibility for Membership**

Membership of the association is open to education and training institutions in the cultural sector with an interest in its development, to organizations or bodies involved in education and training in the field, and on very exceptional basis to individuals involved in the cultural field and who support the aims of the association (Statutes, Art. 5).

*Full members* must be training or education bodies which are represented by the person of their choice and have at least three years of experience in providing and delivering publicly-recognised training services.

*Associate members* are split into three groups, all with the same rights:

- Organisation - associate members: These are training bodies that have not offered training or education services for a minimum of three years, institutions playing a significant role in areas of training and education, and institutions with related activities such as cultural organisations or other networks.
- Personal - associate members: On ad hoc basis, individual such as educators, trainers, and media and culture managers can become associate members.
- Support - associate members: Similarly, individuals or bodies providing financial support or otherwise to the association may become associate members.

### **4.3. Membership Benefits**

The annual membership provides members with benefits specified on the ENCATC website and promotional material.

### **4.4. Obligations of Members**

Members take on the following obligations:

- To help the ENCATC Secretariat to keep updated the ENCATC database and website:
  - Member organisations shall notify one named individual to the secretariat as the Contact Person. This individual shall be their point of contact with ENCATC and normally their representative at ENCATC meetings;
  - If the financial contact person and address (billing address) are different from the Contact Person, member organisations are obliged to communicate these contact details to the ENCATC Secretariat;
  - New contact details must be communicated to the ENCATC Secretariat on a very short delay.
- To provide visibility of the ENCATC service within their own institution: the Contact Person shall ensure that news and information concerning ENCATC's activities are circulated through his own organisation (especially to their own colleagues and students).

### **4.5. Payment of the Membership Fee**

For payment of the annual membership fee ENCATC applies the instructions specified on the invoice.

## **5. FINANCIAL RULES**

The ENCATC financial year runs from the 1<sup>st</sup> of January till the 31<sup>st</sup> of December. ENCATC's income includes membership subscriptions, donations, grants and subsidies.

ENCATC will maintain a Euro bank account with a Belgian bank. All accounting and budgeting shall be in Euros.

ENCATC may support specific projects, provided that the aims, objectives and independence of the association are not compromised.

## **6. RULES OF PROCEDURE**

### **6.1. Rules for Events and Activities**

#### **6.1.1. Cooperation and Partnerships**

Some of the activities designed and implemented by ENCATC could be organised in cooperation or partnership with a member or non-member organisation.

The ENCATC Board and the Secretary General can also decide to join an activity designed and implemented by a member or a non-member organisation.

ENCATC can decide to be partner of an event organised by its members, partners or key stakeholders only if:

- The event is in line with the mission of ENCATC;
- The event corresponds to the areas of activity of ENCATC;



- The event is of high European / International importance and qualify the standards and values of ENCATC.

All the activities carried on in cooperation or partnership with ENCATC shall be regulated by an agreement between the partners.

### **6.1.2. Labelling Policy**

ENCATC supports and promotes the development of scientific seminars, events and workshops organised by its members in various regional areas. ENCATC will co-brand and ensure the labelling of selected events, carefully chosen on a case by case basis, upon requests made by the organisers. This labelling must obey some basic rules detailed in a specific Labelling Policy (**Official Labelling Policy**).

### **6.1.3. Registration to Activities**

Activities organised by ENCATC are open to members and non-members.

Only members who have paid the membership fee for the current year are eligible to access the reduced fee for members to take part in the activities, events and projects of the association.

The activities organized by ENCATC take place throughout Europe and the world. Travel, accommodation and subsistence costs are to be paid individually by participants, unless agreed otherwise (mobility grants).

### **6.1.4. Payments of Event Fees**

For payment of events and activities fees ENCATC applies the instructions specified on the webpage of the event or, when available, on the invoice.

### **6.1.5. Event Cancellation Policy**

For events and activities ENCATC applies the Cancellation Policy available on the ENCATC website and on the specific webpage of the event (**Official Event Cancellation Policy**).

### **6.1.6. Travel Reimbursement**

As a non-profit association, ENCATC encourages its staff, Board Members, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts and anyone attending an event on behalf of ENCATC, to ensure that all costs incurred are necessary and are kept to a minimum without impairing the efficiency of the association.

Travel, accommodation and subsistence costs incurred for the implementation of a specific ENCATC activity, project or event will be reimbursed, when agreed before, only upon submission of a complete Travel Reimbursement Request, including a Travel Reimbursement Form (**Official Travel Reimbursement Form**) and all necessary supporting documents, as regulated by the Rules for Travel Reimbursement Request (**Official Rules for Travel Reimbursement Request**).

In case of loss of the boarding pass, the Travel Reimbursement Form must be accompanied by a Declaration on Honour (**Official Declaration on Honour Loss Boarding Pass/Travel Ticket**).

Subsistence costs for staff members will be reimbursed based on the maximum eligible amount (Per Diem) allowed by the European Commission, under submission of a Per Diem Receipt (**Official Per Diem Receipt**).

Travel, accommodation and subsistence costs for Board Members, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts and anyone attending an event on behalf of ENCATC will be reimbursed, when agreed before, based on real costs or a

flat-rate, according to the European Commission rules. The amount of the flat-rate will be defined by the Board of ENCATC according to the budget availability and the consensus of the Treasurer.

### **6.1.7. Mission Authorisation**

Before attending an event / project meeting on behalf of ENCATC, staff members should fill in, sign and submit to the Secretary General the Mission Authorisation Form (**Official Mission Authorisation Form**), which should be co-signed by the Secretary General.

### **6.1.8. Travel Report**

After attending an event on behalf of ENCATC, staff members, Board Members, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts should fill in and submit to the Secretary General the Travel Report Summary (**Official Travel Report Summary Form**).

## **6.2. Use of the Name and Logo of ENCATC**

The use of the name and logo of ENCATC for a partnership, an activity, an event or a project (with member and non-member organisations) is managed by the ENCATC Secretariat (Secretary General's approval) and, if necessary, approval from the ENCATC Board can be requested.

The use of the ENCATC logo is strictly forbidden in any printing or online material without previous agreement with the ENCATC Secretariat. The use of the ENCATC logo is also strictly forbidden to promote an activity or an educational programme without previous agreement with the ENCATC Secretariat.

The ENCATC logo must not be modified, cropped or changed in any manner. It must be featured according to the Logo Charter (**Official Logo Charter**).

If the ENCATC logo is not suitable because of its size, format or any other reasons, it is compulsory to address the ENCATC Communication Department for help/advice.

After approval, the ENCATC logo can be "pasted" onto all communication tools and materials to provide a clear branding and stamp of approval.

Under no circumstances can the logo be used for commercial purposes. Commercial use of the name, acronym, logo or internal domain of ENCATC, in whatsoever form or combination, must be expressly authorized by ENCATC through a specific contractual agreement.

When use of the name and logo of ENCATC is authorized, it is limited to each specific partnership, activity, event or project. The use ends with the termination of the specific partnership, activity, event or project. If the partnership/activity takes place again in the future, a new request must be made.

ENCATC has always the right to ask to see any communication promotional material before public distribution.

ENCATC members are encouraged to give visibility to ENCATC by including the ENCATC logo for members on their institution's website and/or department's webpage. If membership is terminated, the logo must be removed within a maximum of five working days.

## **6.3. Image and Personal Information Right**

Members, participants, experts and stakeholders, engaged in or attending ENCATC activities, expressly authorise ENCATC, unless legally established otherwise, to make free use of the photographs and recorded material bearing their image. This material may be used in all type of printed and online communication such as brochures, readers, reports and newsletters, videos, and digital images such as those for the ENCATC website, partner websites and social networks.

They also accept that their name and institution is included in the participation list provided to other participants. There is no obligation for ENCATC to request prior authorization, and no compensation will be provided.

Personal information (name, address, email, etc.) is intended only for the express purpose of organising the event. This information may, therefore, be disseminated electronically or on paper and conferred to other participants in the interest of facilitating communication among them. Should participants prefer their e-mail address not to appear in any documents, they can write to [info@encatc.org](mailto:info@encatc.org).

#### **6.4. Copyright**

Any form of reproduction, distribution, public communication or transformation of the work produced by ENCATC can only be performed following authorization by ENCATC, unless legally established otherwise.

#### **6.5. ENCATC Editorial Policy**

Authors of texts submitted to ENCATC to be published in the Journal, Scholars, Book Series, etc. must make appropriate changes related to correctness of grammar or spelling, or to ensure conformity to the material's style, and make all final layout and design decisions to assure visual coherence. They also agree to make all reasonable efforts to ensure the accurate reproduction of text, photographs and illustrations. ENCATC does not accept responsibility for mistakes, be they editorial or typographical, nor for consequences resulting from them. Authors ensure that references to named people and/or organizations are accurate, non-discriminatory with regard to race or sex and without libellous implications. They agree that opinions expressed in the texts are solely those of the authors. They bear the responsibility for checking whether material submitted is subject to copyright or ownership rights (e.g. photographs, illustrations, trade literature and data) and will inform the publisher where use is restricted.

#### **6.6. Liability**

ENCATC assumes no liability for theft, loss, deterioration, damage, vandalism, accident to vehicles, clothing, artefacts, and personal effects of members, guests or third parties occurred during or outside the ENCATC activities, regardless of the location.

ENCATC does not assume any responsibility for accidents, injuries, damages to ENCATC members, guests or others occurring during or outside the ENCATC activities, regardless of the location.

#### **6.7. Equal Opportunities Policy**

ENCATC operates an equal opportunities policy in all aspects of its operation, based upon gender equality and equal opportunities for all. It takes care to ensure the fairest possible balance between the players represented in its bodies.

#### **6.8. Green Policy**

ENCATC aims to minimise its footprint on the Earth. Wherever possible ecological solutions are chosen.

To minimise its footprint ENCATC is committed to:

- Disseminating documents and papers for meetings electronically (at least 80%);
- Communicating with members online, including newsletter and invitations;
- Using only high capacity ink cartridges for more efficient printing;
- Using public transport, whenever possible, to cut down on fuel emissions;
- Staying in green hotels, whenever possible;

- Using exclusively the "slow travel" rule for travelling;
- Using recycled materials if available;
- Organising Skype meetings and phone-conferences when possible to cut down on travel;
- Subscribing exclusively for online and e-format advertising and promotional material, where possible;
- Using online services such as online banking, insurance and human resource services, wherever possible.

## **6.9. Corporate Social Responsibility**

In order to ensure sustainable development, wherever possible ENCATC chooses fair-trade solutions, and contributes and leads community initiatives to help our society.

## **6.10. Inclusive Policy**

ENCATC aims to be an inclusive network. Wherever possible, solutions for disabled are ensured during ENCATC events and on its communication material.

## **6.11. Protection of Reputation**

Members of the internal and external staff, members of the association and all parties involved in ENCATC activities are required to protect the good reputation of the association from criticism and misinformation when representing ENCATC in front of third parties.

## **6.12. Confidentiality Policy**

Members of the staff, members of the Board, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts, members of the association and all parties involved in ENCATC activities agree on keeping a strong policy on any confidential document and information, such as strategic business and marketing plans, contact databases, contracts, etc. They are prohibited from communicating working practices or any other information of which they became aware within the association to any third party. In particular, they are prohibited from sharing contact databases to any third party, being them property of the association.

## **6.13. Result and product property**

All results or products produced in ENCATC activities carried out by members of the staff, interns, members of the Board, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts, members of the association and third parties involved throughout the duration of their mandate, employment, fee or internship contract remain property of ENCATC, unless otherwise agreed.

In no circumstances the author can claim ownership and/or copyright on a product or result without ENCATC's explicit approval, including results of the activities carried out by members of the staff, interns, members of the Board, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts, members of the association and all parties involved throughout the duration of their mandate, employment, fee or internship contract.

## **6.14. Corruption**

It is strictly forbidden to members of the staff, members of the Board, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts, members of the association and all parties involved in ENCATC activities to obtain direct or indirect promises, or to accept for themselves in connection with their professional activity and without the

knowledge of the employer, payments, gifts or bribes. Any corruption active or passive is strictly forbidden and they must refrain from competing unfairly with any third party.

### **6.15. Conflict of Interest**

Members of the staff, members of the Board, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts, members of the association and all parties involved in ENCATC activities shall agree on the ENCATC policy on conflict of interest by signing the Conflict of Interest Certification (**Official Conflict of Interest Certification**).



## **LIST OF ENCATC OFFICIAL FORMS**

Proxy Form General Assembly  
Proxy Form Board  
Timesheet Form  
Holiday Recovery Form  
Absence Authorisation Form  
IT Charter  
Staff Performance Review Form  
Trainees Performance Review Form  
Expert Commitment Form  
Travel Reimbursement Form  
Declaration on Honour Loss Boarding Pass/Travel Ticket  
Per Diem Receipt  
Mission Authorisation Form  
Travel Report Summary Form  
Conflict of Interest Certification

## **LIST OF ENCATC OFFICIAL RULES OF PROCEDURE**

Labelling Policy  
Event Cancellation Policy  
Rules for Travel Reimbursement Request  
Logo charter

## ANNEX: LIST OF AMENDMENTS

<p><b>3.1.2. Board of Directors</b></p> <p>[...] If not able to attend a Board Meeting, a Board Member must delegate another Board Member to represent him/her, take decisions and vote on his/her behalf during the meeting, as well as to approve minutes and decisions on his/her behalf after the meeting, by filling in and duly sign the Proxy Form (Official Proxy Form Board) sent by the ENCATC Secretariat before the meeting<sup>1</sup>.</p> <p>[...] In order to ensure a good governance of the organisation, Board Members are expected to be present at each Board Meeting (online and offline) and at the occasion of the Annual General Assembly/Conference. Board Members who miss two Board Meetings per calendar year are subject to removal from their post. Absences are accepted, provided that a good reason is advocated<sup>2</sup>.</p> <p>[...] Travel and accommodation costs of the Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows (project based activity funded by external funds/grants), the Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum two times per year<sup>3</sup>.</p>	<p>Approved by GA, Brussels, 26/01/2016</p>
<p><b>3.1.2.6. Co-opted Board Members</b></p> <p>If need be, for the completion of a project or for specific skills and competences required, the Board may co-opt up to two new members outside the Board for a period not running beyond the next General Assembly (Statutes, Art. 24). The Co-opted Board Members, however, do not have the same status as the other Board Members since they are not elected by the General Assembly. They should only work on specific projects mandated by the Board. They do not have voting power within the Board and have access only to information and specific documents linked to their project<sup>4</sup>.</p> <p>Travel and accommodation costs of the Co-opted Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows (project based activity funded by external funds/grants), the Co-opted Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum one time per year<sup>5</sup>.</p>	<p>Approved by GA, Brussels, 26/01/2016</p>
<p><b>3.1.2.7. International Correspondent Board Members</b></p> <p>[...] Travel and accommodation costs of the International Correspondent Board Members are not covered by the operating budget of the association, unless agreed otherwise. If the ENCATC budget allows (project based activity funded by external funds/grants), the International Correspondent Board Members are eligible to receive a mobility grant for the implementation of a specific ENCATC activity, project or event maximum one time per year<sup>6</sup>.</p>	<p>Approved by GA, Brussels, 26/01/2016</p>
<p><b>4.1. Definition of ENCATC member</b></p>	<p>Approved by the Encatc GA,</p>

<sup>1</sup> Board decision on 13/09/2016

<sup>2</sup> Board proposal on 04/10/2016

<sup>3</sup> Board decision on 21-22/12/2015

<sup>4</sup> Board decision on 04/03/2016

<sup>5</sup> Board decision on 04/03/2016

<sup>6</sup> Board decision on 21-22/12/2015

<p>According to the ENCATC Statutes, the organisation / institution applying for ENCATC membership is to be considered as the member of ENCATC. The organisation / institution will appoint an official representative who will act on its behalf. The teaching staff and the researchers bound by an official contract with the organisation / institution member of ENCATC will be allowed access to membership benefits and services<sup>7</sup>.</p>	<p><b>Brussels, 26/01/2016</b></p>
<p><b>6.1.6. Travel Reimbursement</b></p> <p>Travel, accommodation and subsistence costs for Board Members, International Correspondent Board Members, Co-opted Board Members, Ambassadors, Experts and anyone attending an event on behalf of ENCATC will be reimbursed, when agreed before, based on real costs or a flat-rate, according to the European Commission rules. The amount of the flat-rate will be defined by the Board of ENCATC according to the budget availability and the consensus of the Treasurer<sup>8</sup>.</p>	<p><b>Approved by the GA, Brussels, 15/1/2019</b></p>

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<sup>7</sup> Board decision on 04-05/12/2014

<sup>8</sup> General Assembly approval on 15/01/2019