



**ASSITEJ Executive Committee Meeting:
Online
5 – 6 February 2025**

Present

Members of the Executive Committee:

Susan Jessica Giles, *President*, Australia (Sue)

Louis Valente Sørensen, *Secretary General*, Denmark (Louis)

Paulo Ricardo Merisio, *Vice President*, Brazil (Paulo)

Selloane Mokuku, *Vice President*, South Africa (Lalu)

Seok-hong Kim, *Vice President*, South Korea (Seok-hong)

Émilie Robert, *Treasurer*, France (Émilie)

Gonzalo Moreno, Spain (Gonzalo)

Jonathan Dafydd-Kid, UK (Jon)

Julia Dina Heße, Germany (Julia)

Maria Luisa Labuhn, Young Dance Network (Bebê)

Stavros Stavrou, Cyprus (Stavros)

Theis Håvard Fincekhagen Campbell Irgens, Norway (Theis)

Yannick Louis Marie Boudeau, Belgium (Yannick)

Members of staff:

Christopher John Blois-Brooke, *Staff Member*, UK (Chris)

Absent:

Carole Karemera, Rwanda

Shoaib Iqbal, Pakistan



Agenda

- 1. Welcome from President**
- 2. Regularity of the meeting**
- 3. Present, absent, number of voters**
- 4. Proposal and Approval of Agenda**
- 5. Conflicts of Interest**
- 6. Seat of ASSITEJ**
 - 6.1. Current Situation
 - 6.2. Spreadsheet on Comparisons
 - 6.3. Questions from EC and Decision
- 7. EC Attendance at AAG**
- 8. Budget – Proposals for EC**
- 9. MOU with Spain**
- 10. Other AAG Business**
- 11. Other Business – Policy Approval**



1. Welcome

Sue welcomed all EC members and staff.

2. Regularity of the meeting

This online meeting of the Executive Committee is regular following art 10.2 in the constitution:

- It has been announced to the members of the EC more than two weeks in advance.
- More than half of the EC members have stated they intent to be present
- More than half of the EC members are present and constitute a quorum.

3. Present, absent, number of voters

Feb. 5: 14 present, 2 absent, 13 voters

Feb. 6: 13 present, 3 absent, 13 voters

4. Approval of Agenda

Sue went over the proposed agenda for EC approval.

5. Conflicts of Interest

Gonzalo said he would be able to present the MOU with Spain but would not be voting. It was agreed that Gonzalo would recuse himself from the meeting after the introduction of the MOU.

If the seat of ASSITEJ is moved to Belgium or Denmark, procedures will be put in place so that this is not a conflict of interest for Yannick or Louis.

6. Seat of ASSITEJ

6.1. Current Situation

Louis gave some background on the registration of *ASSITEJ International* in 2014 in Italy by Roberto Frabetti. In 2023 the association changed into a Third Sector Entity.

Reasons to consider changing the seat are costs, administrative burden in daily management, Roberto Frabetti has now retired, uncertainties of having a theatre company (e.g. *La Baracca*) running the *ASSITEJ* administration, the costs it implies, and the complexity of Italian finance and law without having someone in Bologna.

An open job call (Annex A) was made in 2024 for the role as Administrator of ASSITEJ, but no eligible applications were received.

After the process of the open call, the management working group of the EC asked *La Baracca* to consider taking this role, but they have decided not to.

Louis has been in contact with the consulting company in Bologna (SACOA) that we currently used, and they agreed to take that role, but the cost will be around 50,000 EUR/year, which is similar to the initial proposal from *La Baracca*.

6.2. Spreadsheet on Comparisons

Louis, Yannick, and Jean Bermes (*ASSITEJ Luxembourg*) researched and created a document (Annex B) that outlines the implications of having the seat in Italy or moving to Denmark, Belgium, or Luxembourg. Louis and Yannick presented the information to the EC.

6.3 Questions from EC and Decision

Julia raised a question regarding the difference between being internationally or nationally registered in Belgium. Yannick clarified that this pertains to legal recognition, noting that *ASSITEJ* would function as a national organisation while still retaining its international status.

Louis explained that *ASSITEJ* will need to fill the role of someone who takes charge of bookkeeping, accounting, and the annual statement. This will be different to what Roberto used to do because it was a broader management role, and now it would be a service provider that mainly focuses on these tasks.

Chris commented that other networks like *On The Move* have registered in multiple countries. Although we should keep it as simple as possible, theoretically we could keep the Italian registration open, although it would still incur a lot of costs. In terms of thinking towards the future, if there's a specific reason we need a registration in another EU country, that could be an option.

Paulo shared his opinion that it would make things easier to leave Italy. However, he asked what the implications are when the EC no longer has someone stationed in Denmark, for example, as well as clarification in what it means to be registered as a national or international organization.

Louis responded that he does not think it will be an issue if there is no one from the EC in Denmark, as there is still an *ASSITEJ* National Centre, but he would follow up with more information on this. **Action**

Yannick will also follow up with more information on the national versus international registration. **Action**



Chris added that from his understanding, the international structure in Belgium has the most flexibility, with no restriction on the nationality of members or restriction on headquarters. However, there is a lot more bureaucracy for international associations.

Émilie suggested exploring the international association status because it may be more useful.

Only EU countries have been considered because ASSITEJ will need to be registered in an EU country in order to receive the EU grant. The EU project officer of the EU Network project has been consulted by Louis. She said there are no legal and technical problems for the network projects to change the registration. She also recommended Belgium in terms of being close to Brussels, policy makers and events, but as we all work remotely this is not so relevant.

Yannick asked about the current employee payment situation.

Louis informed that Roberto has accepted to make some payments, but it is generally an unstable situation. Sue will be visiting Bologna in March and can look at things like access to the bank or legal registers that need authorization.

Action

Stavros asked to consider political stability of the countries, connections with the Ministry of Culture of each country, because that could open doors related to funding and other collaborations.

Chris shared that UNIMA receives money from the French Ministry of Culture because they are based in France, so it would be possible.

Yannick added that IETM also used to receive funding from the Flemish government.

Louis also reminded everyone that for TPAYABCR, the Danish Art Foundation gave money.

Paulo asked about complications that had previously risen in regards to Luxembourg. Louis shared that the EU project officer mentioned that politically it may not be the best option.

Gonzalo asked if the EC could make the decision, or if it needed approval from the General Assembly.

Louis responded that it is a decision that must be taken by the General Assembly including the constitutional changes it implies. The EC can make this proposal to the online general assembly in May 2025.



There was an awareness of the task ahead, the need to communicate well with members, and that we must keep ASSIEJ Italy engaged in the discussion. The EC is deeply appreciative of the work done by Roberto Frabetti and of all involved in the changes, enabling ASSITEJ to move forward into not for profit status and with EU Funding.

Bebê said that Italy is not really an option anymore because we don't have someone to do the work that Roberto was doing and the estimated costs, we have now are too high. Denmark makes sense because at least Louis can connect us for the next two years. It seems that for Belgium we still need a lot more information.

Émilie agreed that it is too complicated and expensive to stay in Italy.

Chris suggested reaching out to relevant organizations that can help us out in each country, like the Federation of European and International Associations and similar types of organizations.

Gonzalo shared that Denmark or Belgium seem to be better options because we have someone physically there.

Stavros added that Jean and Angelique from *ASSITEJ Luxembourg* also mentioned it might not be the best idea to move there.

Louis suggested the EC make a partial decision at the present meeting to either keep the seat in Italy or decide to move the seat. That would allow to start the work on the administrative implication of moving out of Italy. The decision on where to go can wait until the next EC meeting and will give time to investigate the missing information for both the option of Belgium and Denmark.

VOTE:

***Does the EC feel ASSITEJ International should move the seat out of Italy?
Unanimous vote in favour. (Sue, Louis, Paulo, Seok-hong, Émilie, Bebê,
Gonzalo, Jon, Julia, Stavros, Theis, Yannick)***

1. EC Attendance at AAG

Everyone present confirmed they will be present in Marseille.

Lalu is dependent on her visa being approved.

2. Budget – Proposals for EC

Louis shared a draft for the budget 2025-2028. He explained that it is challenging to make a budget because not all the co-funding for the EU network project has been secured, and that the Association needs to work based on a prudent budget. For the knowledge of the EC he also shared the ambiguity that grant agreement contains in terms of financial reporting.

The EC needs to make a risk evaluation in terms of possible financial outcomes
Action.

Yannick asked if costs or revenues from the BABEL project could be considered as co-funding and Chris mentioned there is a section of the grant agreement that mentions co-funded money cannot come from the European Commission. Louis clarified that BABEL could still cover some of the activity costs but it cannot be counted as co-funding.

Theis suggested asking the Nordic-Baltic Network because the grant they received from the Nordic Culture Point is about connecting the Nordic-Baltic region more to the rest of the world, so there could be a collaboration between *ASSITEJ International* and this project. **Action**

The EC will vote on the budget and any risks implied at another moment, but this is important information to consider concerning the MOU with *ASSITEJ Spain* because some of the budget costs will be locked in place for the new staff member and campaign expenses.

3. MOU with Spain

Sue went over the latest version of the MOU with *ASSITEJ Spain*.

Jon asked to make a reference in the probation section on the right of the employee to leave, because it currently only mentions *ASSITEJ's* right to terminate the employment.

Sue agreed to update the MOU and mentioned that there will also be a more detailed contract between the employee and *ASSITEJ Spain*. **Action**

Stavros asked how much of the employee's time will be focused on the World Day campaign and how much will they be able to deal with other *ASSITEJ* projects throughout the year. Gonzalo clarified that this hasn't yet been defined.

Chris asked whether different types of communication skills have been considered, from the perspective of graphics or video and not only written. Gonzalo confirmed this has been considered.



Seok-hong voiced that he felt six months seemed long for a probation period. Gonzalo mentioned that in Spain it is usually three or six months, depending on the type of period. Sue agreed that three months might be better for a short-term contract. Gonzalo said he would talk with his team because in Spain they are trying to avoid short-term contracts.

Louis said that it is also very different when working remotely and it can take longer to understand what the job and association are about.

Gonzalo left the meeting for the rest of the conversation and voting to avoid conflicts of interest.

Sue mentioned how this is a new type of agreement, where ASSITEJ is involving a National Centre on a very different level.

Yannick said it was a great idea to have someone dedicated to communications. He asked if ASSITEJ Spain had approached ASSITEJ International or the other way around.

Louis responded that it was a combination of both when a conversation about co-funding came up, and it became more of a collaboration.

Paulo added that the communications had approached Gonzalo last term because ASSITEJ Spain had done a lot around World Day.

Theis added that this is a good opportunity to gain experience on this kind of arrangement and it could turn out to be an important tool for the future to bridge the work of ASSITEJ International and initiatives from different regions.

VOTE:

Is the EC in favour of having this Memorandum of Understanding with ASSITEJ Spain?

Unanimous vote in favour. (Sue, Louis, Paulo, Seok-hong, Émilie, Jon, Stavros, Theis, Yannick, Lalu)

4. Other AAG Business

5. Other Business – Policy Approval

Lalu raised the question about the relationship between National Centres and their Regional Networks, specifically around communication and seeking support. She said not all centres know how they can access certain funds.

There has been a collective within ACYTA trying to mobilize and form a committee to support each other. Lalu suggested playing a more enabling role for the regions.



Sue suggested raising this point in the meeting planned for the networks in Marseille. **Action**

Louis agreed in giving all members equal opportunities to access funds. He also mentioned it is about finding balance, because this could become an issue of gatekeeping if it is a regional network deciding who receives support; it should always be an EC decision.

Paulo added that this should be part of the discussion of what the structure of the regional networks are. There is also the issue of communication with the centres and how new people attending can connect with them.

Stavros shared that the National Centres' meeting with the membership working group in Marseille will be on the 25th.

Émilie reminded the EC to give their opinions on the sustainability policy because we must have some record of this for SHIFT.

Sue suggested this be approved by an online vote. **Action**



Annex A

ASSITEJ Administration and Finance Manager

Position description

Position begins: Jan 2025

Application deadline: 15 Nov 2024

Founded in 1965, *ASSITEJ International* is a network of artists and organisations in over 75 countries dedicated to the belief that every child and young person deserves access to the arts, and especially to live performance, from the earliest possible age. *ASSITEJ International* is a democratic organisation dedicated to the artistic, cultural, and educational rights of children and young people across the globe and advocates on behalf of all children regardless of nationality, cultural identity, ethnicity, or religion

ASSITEJ is a not for profit (Third Sector) member organisation with its financial seat in Bologna, Italy. The governing entity of ASSITEJ International is the Executive Committee with Officers of the President, Secretary General, Treasurer, and three Vice Presidents. Since 2022, ASSITEJ is a Network supported by the European Union through the Creative Europe Programme.

The Association is looking for its Administration and Finance Manager.

Key Responsibilities:

1. Financial Management:

Work closely with the elected Treasurer and the Secretary General to:

- Oversee and enhance, on a day-to-day basis, the Association's financial systems, including bookkeeping, employee expenditure, tax compliance, banking and membership fee management, within a digital and an international environment.
- Monitor and manage budget, including monitoring operational budget for the EU project *Creating Cultural Equity*, periodic analysis of the General Budget prepared on the basis of the Italian Association Chart of Accounts and management of the budget of other EU and/or international projects in which ASSITEJ may be involved.
- In consultation with the Secretary General and Treasurer, develop and implement future financial planning and strategy, providing budgeting support for future funding applications and ensuring the organisation's long-term sustainability.
- Track and report regularly on activities' budgets, incomes, and in-kind contributions, ensuring accurate documentation and evaluation.
- Maintain relationships with the bank in Bologna and other accounting platforms, monitoring outgoing and incoming payments.
- Prepare any progress reports required by the Treasurer and supporting the Treasurer in collecting membership fees.

2. Legal Compliance & Contracts:

- Draft, review and manage freelance and subcontractor contracts, terms & conditions and assist with memorandums of understanding.
- Ensure compliance with all legal requirements, particularly in relation to Italian law and funders' policies.

3. Compliance & Risk Management:

- Maintain and ensure compliance with the association's constitution and other policies (such as Child Safety, General Data Protection Regulation, Health & Safety, and Research Ethics policies), ensuring alignment with statutory obligations and funder requirements.
- Complete all statutory submissions, including those to the Italian RUNTS Third Sector Register such as legal declarations and social impact reporting.
- Support the association's sustainability audits and Monitoring, Evaluation & Learning (MEL) initiatives, including gathering of monitoring data and reviewing of the project Theories of Change.



- Manage and conduct risk assessments, oversee due diligence processes and coordinate with insurance brokers to build appropriate insurance coverage.

4. General Administration:

- Oversee human resource functions for staff, Executive Committee members, freelancers, and volunteers, ensuring compliance with relevant policies and labour laws, in consultation with the Management Working Group (Executive Committee members).
- Regularly review and revise organisational policies and documents to ensure relevance and compliance.
- Maintain the statutory Member Book and Executive Committee Book, ensuring accurate and up-to-date records.
- Contribute towards bid-writing for future funding applications and strategic thinking about funding.

5. Qualifications & Experience:

- Essential:
 - Proven experience in operational and/or management roles within Non-Governmental Organisations (NGOs), Non-Profit Organisations (NPOs), and/or Third Sector Organisations.
 - Strong financial management skills, including budgeting, bookkeeping, and financial planning.
 - Experience in legal compliance within Italy.
 - Familiarity with risk management practices, including insurance and due diligence.
 - Excellent attention to detail, ensuring accuracy and consistency in all submissions.
 - Knowledge of Italian legal and financial requirements for Third Sector organisations.
 - Digital accounting knowledge.
- Desirable:
 - Knowledge of the Arts & Creative sector, particularly in the context of children and young people's Theatre & Performing Arts.



Skills & Attributes:

- Strong organisational and project management skills.
- Ability to be part of a remote international working team.
- Excellent written and verbal communication (English and Italian) and interpersonal skills, with the ability to engage effectively with diverse stakeholders.
- Strategic thinker with a proactive approach to problem-solving.
- Ability to work independently and as part of a collaborative team.

Conditions

- Full time contract - 1 year long.
- Job start: January 2025.

Main languages: Italian & English

Location:

The Administration and Finance Manager should be based in Italy. The collaboration with other team members is remote. The staff and officers are based in Australia, Denmark, Mexico, France and England.

Occasional travel to other international locations as required, including mandatory attendance at all in-person ASSITEJ International Executive Committee meetings, ASSITEJ Artistic Gatherings, and ASSITEJ World Congresses. Attendance online at all staff meetings.

Working Alongside:

President, Sue Giles
Secretary General and Project Leader, Louis Valente
Treasurer, Émilie Robert
Knowledge and Network Manager, Chris Blois-Brooke
Project Producer, Marissa Garay
Management Working Group: Louis Valente Sørensen, Sue Giles, Émilie Robert, Jon Dafydd-Kidd



Application

Please apply through this form: <https://assitej.typeform.com/to/DwctBrhz>

Applicants are asked to upload a

- CV (max. 2 pages)
- Covering letter (max. 2 pages)

Deadline

Application deadline is 15 Nov 2024.

Contact

Louis Valente Sørensen, Secretary General: info@assitej-international.org

Annex B

	Italy	Denmark	Belgium	Luxembourg	Column 5	Column 6
Legal identity						
Registration type	Thirs sector entity	"Almindelig Forening" (Regular Member Association)	2 types: 1/ ASBL/VZW: non-profit association 2/ AISBL/IVZW: International non-profit association	asbl (non profit association)		
Digital access to legal register	Yes	Yes	Yes	yes		
Digital access to legal register for non-residents	no	Yes (probably)	No	yes		
Regular Reporting requirements	(1) Annaul Financial Statement approved by EC before 30 April, (2) Annrual Financial Statement with explanatary notes approved by Assembly before 30 May, (3) Notification of changes in the Constitution, EC members, Officers, Auditor with 30 days, (4) notification of changes in Revenue agency, (5) Upload updated member book beginning of each year, (6) Extract of EC and Assembly minutes in Italian and English uploaded to RUNTS	The bank need an updated constitution when changes are made and minutes from the General Assembly to know who are the elected board members	(1) Annual Financial Statement approved by general assembly before 30 June, (2) Notification of changes in the Constitution, EC members, Officers, Auditors to the state register and to the bank (3) publishing of annual report and financial statement;	(1) Annaul Financial Statement approved by general assembly before 30 April, (2) Notification of changes in the Constitution, EC members, Officers, Auditors to the state register and to the bank (3) publishing of annual report and financial statement on the website (5) Upload updated member book beginning of each year, (6) in case of government funding budget for the running year approved by the general assembly in march, budget for the following year approved by the EC in march and december to send to the ministry.		
Legal requirements to register ASSITEJ	Membership with equal rights, yearly general assembly, funders on website, deadlines for approval of annual statements and more	(1) At least 2 members, (2) a mission, (3) changing membership, (4) Membership fees, (5) General Assembly as highest authority, (6) an independent ellected leadership	(1) At least 2 members, (2) a mission, (3) constitution (4) Membership fees, (5) General Assembly as highest authority, (6) an independent elected EC	(1) At least 2 members, (2) a mission, (3) constitution (4) Membership fees, (5) General Assembly as highest authority, (6) an independent ellected EC		
Documents & process to prove the requierements	Already created	Submit Constitution and Minutes from last General Assembly	See International Association	Submit Constitution and Minutes from the constituing General Assembly		
Setup time	Already created	Registration is instant & online. Exemption from Tax and VAT is by application. This can take a couple of month but the Association is active once it is registered online	"Standard NPA" non-profit - Su	Association is active once it is registered online, setting up a bank account can be a pain in the ass with an international EC		

	Italy	Denmark	Belgium	Luxembourg	Column 5	Column 6
An international association	Already created	Not a problem. Requiereements: (1) The Association need to have address in Denmark. The legal register does not need details on board members just a legal representative that can access the digital register through "Mitid" - the same that is used for the bank (This was the answer from Danish Business Authority). The tax authorities gave a slightly different answer: that it is not a problem to be international as long as decisions are made in Denmark. This can potentially be a challenge when Louis is no longer Secretary General. On the other hand it is very unlikely that the issue will ever be raised.	<ul style="list-style-type: none"> - The name of the AISBL and its head office location. - The aims of the AISBL and its planned activities. - The rules for admitting and removing members. - Members' rights and obligations. - The roles, meeting procedures, and decision-making process of the general management body and how resolutions are communicated to members. - The structure, appointment methods, and powers of the administrative body, and how it represents the AISBL legally. - The process for changing the statutes, dissolving the association, liquidating assets, and ensuring any remaining assets are used for selfless purposes if dissolved. 	for the registration of the association it is not that problematic to have an international board, for the bank account it could be a bit more challenging		
Bank & Payments						
Name of bank	Banco BPM	Arbejdernes Landsbank	Various banks available (BNP Paribas Fortis, ING, KBC)	banque et caisse d' épargne de l' Etat		
Signatory of UN Principles for Responsible Banking	No, but has joined "UNITED NATIONS GLOBAL COMPACT" "TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)"	Yes	Most of them	yes		
Digital access	Yes	Yes	Yes	yes		
Digital access for authorisations	No	Yes	Yes	yes		
Digital access for non-residents	Partially, an Italian sim card and email address is needed	Yes, though the app "Mitid" which for most countries is easy validated using the passport of the staff/EC member	Partly; conditions apply per bank	yes, with the luxembourgish connection app		
English language option in online bank access	?	Yes for the interface for payments, legal documents are in Danish	Yes (for all)	yes		
Requiereements for setup of account and cards		Identity information on board members, constitution & GA minutes	Banks will need: The entreprise	Identity information on board members, constitution & GA minutes		
Issues with an international board?	no	No	No	no		
Procedures for international transactions		Describe approximate number and nature of international transactions against money laundering (yearly)	No major issue for transaction			
Payment cards to non-residents	Probably not	Yes	Yes	don' t know		
Requiereements for international transactions	Tax residence certificate and Form D	VAT numbers correctly stated	To check	none		
Tax residence certificate required for paying international services	yes	no	To check	no		

	Italy	Denmark	Belgium	Luxembourg	Column 5	Column 6
Bank costs		The costs ASSITEJ is currently paying to Soldo can be saved	Vary per bank	90 € yearly account, 2,5 monthly per bank card, 15 payment per month free 0,5 € for every additional payment		
International transaction costs				to non swift/iban accounts, yes		
Account in Euros	Yes	Yes	Vary per bank	yes		
Return possibilities for reserve fund (50.000 EUR)		No, the amount is too small. Although investementes in bonds may be an option if the constitution allows for it	To check	?		
VAT & Taxes						
VAT and tax reporting requirements	Yes, yearly reporting	No VAT and Tax reporting requirements	Yes. Yearly reporting	yearly report		
Excmpted from tax on income	Yes	Yes (by a one time application that establish ASSITEJ as a non for profit)	Associations must submit each year	yes since non profit		
Excmpted from VAT		Yes (by a one time application that establish ASSITEJ as a non for profit)	In most cases	yes (simplified VAT or partial VAT is an option)		
Taxes on costs for employees	3.5% (after a certain threshold)	0%	tbc	12,5%		
Taxes on membership fees	0	0	0	0		
Taxes on public grants	0	0	0	0		
VAT on services sold by ASSITEJ (e.g. sales of delegate passes)		Is excmpted from VAT and tax if the passes are sold mainly to members and the income is used to work for the non for profit aims of the association	Possible VAT registration. Once registered, however, after registering to the VAT system, you must file quarterly reports, stating the turnover and the VAT paid. File yearly list of VAT clients the turnover and the VAT paid. Retain a VAT of 21% over all sales	possible if full VAT affiliation, not necessary if simplified or no VAT		
Bookkeeping, accounting and payments by bank						
Bookkeeping & accounting done by staff or external service?	external service (SACOA)	external service (Katrine Kihm)	External companies available			
Bookkeeping done by Service provider?	Yes	Yes				
Bookkeeping done by Service provider?	Yes	Yes				
Accounting done by Service provider?	Yes	Yes				
Bank transactions done by Service provider?	Maybe	no				
Annual statement done by Service provider?	Yes	Yes				
Annual statement in English	Yes	Yes	Yes	yes		
Accounting software	?	E-economics	Available			
Provide documents digitally	?	Yes, though E-economics app	Available			
Can Service provider give fiscal advice	Yes	Yes, to some extent				
Reporting to official registers done by Service/staff?	Yes	Not needed				

	Italy	Denmark	Belgium	Luxembourg	Column 5	Column 6
Legal obligation to have external auditor?	Yes, when these limits are exceeded in two consecutive financial years: a) total assets in the balance sheet: (150,000 euros); b) revenues, income, receipts however denominated: 300,000 euros; c) employees employed on average during the fiscal year: (7 units).	No	Yes. Beyond () Euro			
Yearly costs for External Auditor Report	2000	Optional	To check	1000-2000 €		
Estimated costs for Service provider	50000	3500	yannick@casquette.be would	a 40h minimum wage for qualified workers is 3150 € brutto + 12,5% social charges per month, which means at least costs of 42525 € for a full time job		
Other costs						
Number of employees in the country	0	1	0	0		
Yearly costs related to the payment of Louis' salary	2600 (using employer of record)	500	2600 (using employer of record)	2600		
Yearly costs for legal and fiscal consultancy	3000	500		depending on the needs		
Hosting International Professional Networks						
Can we support IIAN, YDN etc within this setup?	No	Maybe				
Constitutional implications						
Name art 1.1	No change needed	"ETS" can be removed				
Location of seat art 2.1	No change needed	Change to Denmark	Change to Belgium			
art 2.5	No change needed	To be updated	To be updated			
2.6	No change needed	Can be removed				
2.6.1	No change needed	Can be removed				
2.6.2	No change needed	Can be removed				
2.6.3	No change needed	Can be removed				
Art 4 members	Cannot be changed	Affiliates can be given member status if wished in the future				
4.3.5	Cannot be changed	Can be removed				
7.3. The financial year, deadlines for statements and social balance sheet	Cannot be changed	Can be removed				
7.6 and 7.7	Cannot be changed	To be considered				
8.3 Body of Legal Control and Audit	Cannot be changed	Can be removed				
9.3.1	Cannot be changed	This sentence can be removed in the future if wished by members: "Each year, the Association will meet online at the General Assembly for the approval of the annual accounts and any other matters pertaining to it."	Cannot be changed			

	Italy	Denmark	Belgium	Luxembourg	Column 5	Column 6
10.3.11	Cannot be changed	To be updated				
11.7 Body of Legal Control and Audit	Cannot be changed	Can be removed				
11.8 Liabilities	No change needed	To be updated				
To be added / updated		Define who can make payments on behalf of the association				