



Phare Ponleu Selpak
(Cambodia)



Co-funded by Erasmus+
Programme of the European Union

MANAGING AND LEADING YOUTH CIRCUS ORGANIZATIONS

Circus Overseas Module 2 Toolkit

Cambodia
24 - 31 May 2022



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INTRODUCTION

Project Objective

The Circus Overseas is a two-years (2021 - 2022) capacity building project developed to: improve the quality of youth work, by combining the non-formal education and circus, fostering creativity, liberty and intercultural dialogue; and support for competence and skills development to and for young people with fewer opportunities, inspiring them to participate actively and become the protagonist of their stories and community changes.

Circus Overseas is a partnership project between six circus schools from around the world, all members of Caravan Circus Network, project's lead applicant: Altro Circo (Italy), Le Plus Petit Cirque du Monde (France), Phare Ponleu Selpak (Cambodia), Sirkus Magenta (Finland), Friends of the Palestinian Circus School (Palestine) and Zip Zap Circus (South Africa). This project co-funded by the Erasmus+ programme of the European Union.

Training programmes

Over the course of 2022, 4 key training activities, independent from each other and focusing on 4 different relevant elements of youth circus organisations will be organised:



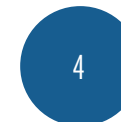
Circus Arts Technical Development
South Africa | Zip Zap
5 - 12 April 2022

Managing and Learning Youth Circus
Cambodia | Phare Ponleu Selpak
24 - 31 May 2022



Pedagogy and Act of Teaching
Italy | Altro Circo
25 July - 1 August 2022

Directing and Staging Circus
France | Le Plus Petit Cirque du Monde
18 - 25 September 2022



Module Objective

Managing and Leading Youth Circus Organizations led by Phare Ponleu Selpak; this training session will support the management and administrative development of youth and social circus school. It will provide the leaders of these organizations with strategic planning skills, ideas and tools to enhance youth participation in decision-making processes as well as exchanges of good practices on team leadership. All these competences will greatly contribute to the improvement of quality team building within the youth and social circus organizations, hence contributing to better quality activities to support young people. The module aims to achieve the following objectives:

Develop strategic planning skills for youth and social circus managers – it is important to know and understand the strategic planning to be able to manage and lead an organization as it helps to know where the organization will go, what will it do and how to do it...etc.

Develop sustainable organizations to support young people – It is important that an organization sustain, but it is crucial that there is network of organizations sustain as they will support more young people.

Empower young people and enable succession through the organizations – Organizations are the place where young people are empowered and it is very important that the succession is enable in order to let organizations continue from one generation to another.

Develop strong leadership and team management skills – A strong organization needs strong leaderships and team managements.

Increase knowledge on international project funding opportunities – Fundraising is very important for an organization to be able to sustain its program and finance, thus knowing and understanding on international project funding opportunities is a crucial.

CASE STUDY

The Managing and Leading Youth Circus Organizations module was a chance to learn from each other, from the development of social circuses all over the world. In the following section we compare and contrast one seasoned circus and one that was established within the last ten years.

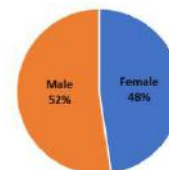
Established Circus

Zip Zap is a vibrant, uniquely South African social and professional circus created 30 years ago. Through circus arts they inspire and empower young people from all walks of life to pursue their destinies. They promote social cohesion, create opportunities, unlock potential and transfer skills for life.

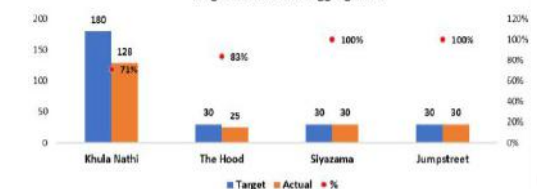
Their outreach and youth programmes are offered free of charge to all participants. Beneficiaries from the Zip Zap programmes regularly perform in world-class shows locally and internationally. The proceeds from these performances in turn fund the training and are pivotal to the sustainability of Zip Zap.



Outreach programmes - Beneficiary disaggregation by gender



Outreach - recurrent programmes Target vs Actual disaggregation



Strategic pillars

1 Create a vibrant, uniquely South African social circus

Create a vibrant, uniquely South African professional circus

2

3 Celebrate the Zip Zap Spirit on the world stage

Inculcating the Zip Zap Spirit

4

5 Securing the future

Policies:

- All new employees must apply for Police Clearance Certificates
- All employees must renew application for Police Clearance Certificates every 6 months
- All employees and D2D students who work directly with children attend certified Child Protection Policy training every year
- All employees and D2D students who work directly with children attend certified First Aid training every 3 years
- We review and update our policies annually to ensure that Zip Zap complies with all statutory requirements

Values

Accountability

We take responsibility for our actions and own our mistakes. We are solutions-orientated, embrace a culture of trust, and we ask for help.

We respect ourselves, each other, our beneficiaries, our stakeholders, Zip Zap property and the Zip Zap brand.

Respect

We consider it a privilege to bring happiness to our beneficiaries and stakeholders. This joyfulness underpins all we do. We work hard, we celebrate our successes and have fun doing it.

Joy

We are consistently true, transparent, real, fair and honourable. We always do the right thing (even when nobody is watching).

Honesty

Family

We share a sense of belonging and are connected by our common cause. At Zip Zap we strive to be a home that is welcoming, cohesive and safe.

New Circus

Circo Svago was founded in 2015 in Albano Laziale in the Roman countryside. A luxuriant green area of volcanic nature, originated from the collapse of the Lazio Volcano a few hundred thousand years ago and which gave birth to two splendid lakes. The Circus Leisure Amateur Sports Association today represents the first circus school in the province of Rome. Our staff boasts a highly professional heterogeneous team that shares the principles and ideals of the educational circus and social circus. Our aim is to provide a useful and extraordinarily effective means such as the circus arts to bring about in people a personal, cultural and social transformation that has also characterized our growth. We have multidisciplinary annual courses for children, teenagers and adults in our offices: juggling, acrobatics, sports unicycle, acrobatic movement and aerial acrobatics. Furthermore, our circus school has established important collaborations with local administrations with associations and numerous schools in the area. In fact, more and more schools are turning to our ASD to undertake curricular and extracurricular paths of motor activity inspired by the circus arts. Laboratories that over the years have reached an important pedagogical level thanks to the close collaboration with the medical team of the psychotherapy and rehabilitation studio "LE ONDE".

Opening a new circus space, staff involvement:



WORKSHOP

Question 1

How to create cohesion between the different branches of the organization: Teachers, performers and financial/administrative management?

- Working together on a collective story makes the bonding stronger.
- Have enough meetings where everyone is invited.
- Create shared spaces, where everyone can hang out, talk and share ideas.
- Be transparent in everything you do.
- Also make sure, when putting together a strategy plan, that everyone is heard.

Question 2

How to start creating (and gathering information) a strategy plan?

- WHY, is the first question you should pose, followed by HOW.
- Question all stakeholders, try to have one on one sessions and next to those also have some group sessions where discussion and brainstorming is possible.
- Creating a strategy plan is an ongoing process. Once one is finished, the process of creating the next one has already begun.

Question 3

Often there is a gap between the social circus and the artistic field, how to close that gap?

- It's important to create awareness with our teachers that the mix is important.
- We need to make clear to the artists that working in a "social" area has a lot of benefits, not only for society in general, but for them as well. There is much to learn in those encounters. It will enrich their artistic work. LEARN from the CHILDREN.
- As a manager/coordinator we should create opportunities (look for funding/partnerships,...) that bring those two parties closer together.

Question 4

What are different funding organs? How to raise money?

- First it's important to note that every situation is different, seeing the local context.
- But in Belgium, Circusplaneet, these are the ones we are familiar with:
- Crowd funding
- EU funding - Often in collaboration with other organizations in the EU.
- Benefits, organizing a show or workshop to raise money.
 - Ghent (city) government.
- National government
- We also raise money through inscriptions to be part of our yearly classes, which we can reinvest in social projects.
- It's important to start with a strong financial plan. This way you can communicate with the outside world to gain more support. This financial plan should be carried by the whole team.

Question 5

How do you change from a project based working towards a structuralized working?

- Try to become recognised as a Circus organization by your local government, if that doesn't work, look in other domains that are aligned with a Circus School
- Sometimes it is interesting to fuse with another organization that has the same goals
- Sometimes it is better to apply a lot of times (many applications) knowing only a few will be accepted.
- Having paid classes, next to your social projects, may help you to have some stable income to reinvest in other projects/wages, ...
- Be aware of the way you communicate. Have attention to your public/social communication, try to be at interesting events and be publicly visible. Try to make the value of your work visible for the public.

Question 6

How to maintain balance in a growing (professionalizing) organization and the rock and roll of the circus?

- Know that change always brings resistance.
- It's important to connect the whole team.
- Find places / organize events where you can "feel" the rock and roll.
- Choose not to grow.
- Be conscious about the values of your organization.
- Be aware of who's taking decisions in the organization.

Conclusion

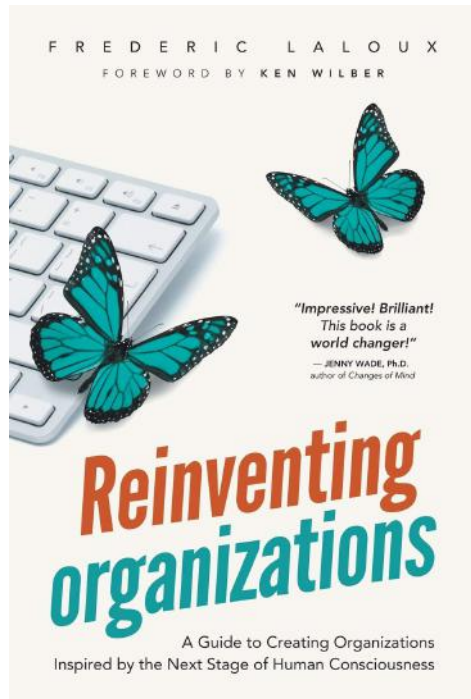
Other resources

In his book, *Reinventing Organizations*, Frederic Laloux puts forth many interesting ideas regarding modern day organizations and where he feels they are headed. According to Laloux, at each stage, organizations structured themselves to fit their corresponding worldview. Red: Constant exercise of power by a chief to keep troops in line. Amber: Highly formal roles within a

hierarchical pyramid. Orange: Goal is to beat the competition. Green: Using a family as a metaphor but staying within the classic pyramid structure. Teal: Self-management replaces hierarchical pyramid.

He argues whereas our older worldviews were based on fear and therefore called on a hierarchy and a need to control members, we are now evolving to a worldview in which all members of a team are valued equally, from janitor to CEO.

Example of how Phare Ponleu Selpak is moving in this direction: At each monthly staff meeting, Executive Director shares all financial information with the entire staff. Floor is open and discussion is encouraged on where the organization is planning to go in the future. Still not a fully Teal organization as tradition and culture present workable obstacles to moving towards individual staff autonomy. In the meantime, anyone may be made a project manager, for example, of a festival or event, no matter what their assigned department. This is regardless of age on longevity with the company but rather based on the individual's initiative and own capacities.



Pay what you feel download available here:
www.reinventingorganizations.com







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