



# **OPERATING MANUAL OF THE EUROPEAN NETWORK AGAINST RACISM (ENAR AISBL)**

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# OPERATING MANUAL OF ENAR

This Operating Manual is an evolving document. It outlines and reflects the current rules, regulations and agreements made by the network. It will be regularly updated and amended as appropriate. The Operating Manual is available on the ENAR website, at the ENAR Secretariat and upon request.

## **1. Aims of ENAR**

### **1.1. Mission statement**

The aim of the association is described in article 3 of the Statutes.

## **2. ENAR Membership**

### **2.1. ENAR's definition of membership**

ENAR Membership is open for non-governmental organisations (formally registered or not) that work in the field of anti-racism, anti-discrimination and social inclusion.

ENAR members may cover the following issues:

- promoting equality and diversity;
- migration and integration issues, dealing with third country nationals and xenophobia;
- fundamental rights;
- racist violence (hate crime);
- hate speech including cyber hate;
- ethnic profiling, policing or disproportionate and ungrounded counter terrorism;
- employment,
- education;
- sports;
- Islamophobia;
- anti-Gypsyism (Roma issues);
- anti-Semitism;
- Afrophobia, People of African descent, and black Europeans;
- extreme, racist and/or intolerant discourses;
- security issues;
- politics;
- poverty;
- intercultural dialogue;
- religious discrimination;
- media;
- stateless persons;
- access to housing;
- data collection and monitoring, among other related areas.

Political parties are not eligible to become members or Friends of ENAR, notwithstanding their legal status.

## **2.2. Types of members**

ENAR members can be all types of European non-profit right holders' organisations, including grassroots organisations, advocacy organisations, information institutes, research centres, think tanks, faith-based organisations, service-oriented organisations, charitable organisations and trade unions, provided that they share the same mission and vision of ENAR. Members are expected to have experience in conducting anti-racism related work at local, regional, national, European levels, and/or internationally.

Member organisations (formally registered or not) should be constituted in accordance with the laws and practices of their country of origin.

ENAR allows currently three different types of members: Full members, associated members and Friends of ENAR. References to the types of members can be found under Title III articles 4 and 5 of ENAR statutes.

## **2.3. Membership affiliation procedure**

Any organisation interested in becoming a member of ENAR should submit an application to ENAR Secretariat, detailing its field of expertise, areas of work and organisation description.

The Networking Development Officer is tasked to gather as much information as possible on the applicant. This includes contacting ENAR members and other organisations in the country and consulting them about the new membership request. These organisations are asked to submit proven information on the candidate organisation and a recommendation on the affiliation of the potential member organisation within three weeks. Without comments in due time, the membership request is considered as endorsed by the national structure.

The Board analyses the affiliation request during its first meeting following the application. ENAR Secretariat contacts the new organisation to inform it about the result of its affiliation request. In case of refusal, the notification will be sent by registered letter to the applicant organisation. Its representative has the right to appeal to the GA of ENAR. It may do so in writing within 14 calendar days following reception of the Board's decision regarding its application.

In case of approbation, the organisation is officially considered member of ENAR Europe. The membership fee will be invoiced to the new member after the confirmation of the affiliation.

In case of refusal of the application, after hearing the arguments of the Board regarding the rejection of a membership application, the General Assembly hears the arguments of the applicant and takes a final decision that imposes itself to all parties.

## **2.4. Membership fee**

### **2.4.1 Fee for Full members**

ENAR membership fee scheme is progressive, which allows any organisation big or small, to become an ENAR member. The membership fee will be annually paid to ENAR Europe. The current scheme for fees is as follows:

- 50€ - if the organisation's annual income is lower than 20.000€
- 75€ - if the organisation's annual income is between 20.001€ – 50.000€

- 150€ - if the organisation's annual income is between 50.001€ and 200.000€
- 300€ if the organisation's annual income is between 200.001 – 500.000€
- 500€ if the organisation's annual income is between 500.001 – 1.000.000€
- 1.000€ if the organisation's annual income is between 1 000.001 – 2.000.000€
- +1000€ if the organisation's annual income is above 2.000.000€

#### **2.4.2 Fee for Associated members**

ENAR membership fee for associated members will be annually paid to ENAR Europe. The fee for associated members is 100€.

#### **2.4.3 Fee for Friends of ENAR**

Fixed fee for students and individuals but progressive fee for companies/Academic Centre:

- Students/unemployed: 10€
- Individuals: 35€
- Profit making and all other entities not qualifying for full or associate ENAR membership (provided that they comply to the provisions of article 3.7.1.1. below on corporate sponsorship):
  - 300€ - if the company's annual income is lower than 50.000€
  - 500€ - if the company's annual income is between 50.001€ and 200.000€
  - 700€ if the company's annual income is between 200.001 – 500.000€
  - 1000€ if the company's annual income is between 500.001 – 1.000.000€
  - 2.000€ if the company's annual income is between 1 000.001 – 2.000.000€
  - +1000€ if the company's annual income is above 2.000.000€

#### **2.4.4 Reduced fees**

New members or Friends of ENAR whose applications have been accepted by the Board after the end of July every year will be entitled to a reduced fee of 50% covering their membership till December 31<sup>st</sup> of their year of application.

### **2.5 Withdrawal, Suspension and Exclusion of members**

#### **2.5.1 Withdrawal**

Each Full Member, Associate Member or Friend of ENAR may withdraw from the association at any time with immediate effect on condition that:

- (a) it has notified by letter or email to the ENAR Board of its withdrawal ; and
- (b) it has cleared all possible debts to ENAR and/or unpaid membership fees.

Member benefits will be automatically revoked. No membership fee will be reimbursed.

Members withdrawing their membership and who have a coordination and/or project contract with ENAR Secretariat shall respect its terms until the end of the agreement.

Once a member organisation has withdrawn from the network, any Board member representing that member organisation will have to step down from the Board of ENAR. Open positions will be filled for the remaining period at the next Board election.

#### **2.5.2 Suspension**

Each Full Member, Associate Member or Friend of ENAR may have its membership of the association suspended from the association at any time with immediate effect if:

(a) the payment of membership fees is not received within six months of the due date and the member has been sent a registered letter and no satisfactory explanation has been given to ENAR Secretariat

(b) its membership is reviewed according to article 2.5.4 (2) below

Once a member organisation has been suspended from the network, any Board member representing that member organisation will also be suspended from the Board of ENAR.

Member benefits will be automatically suspended and the member organisation will not have the right to attend ENAR's meetings. However, the suspended member organisation can attend the specific session of the General Assembly which will revise its membership.

No membership fee will be reimbursed.

Members having their membership suspended and who have a coordination and/or project contract with ENAR Secretariat shall respect its terms until the end of the agreement.

§1 - All complaints concerning possible grounds for suspension of a full member shall be referred to the Board by the Secretariat.

§2 - Any member organisation which considers that a full member has not respected the terms of this manual, shall officially inform the Secretariat by e-mail or letter. In case of serious misconduct, the Secretariat will submit all relevant information and evidence to the Board.

§3 – Upon reception of a complaint, Board members shall decide at any time and via electronic consultation if the member organisation should have its rights and benefits suspended. In case of lack of evidence, this decision shall be temporary and it will be reviewed for approval at the following Board Meeting.

§ 4 – In implementing this decision, the Board must ensure that the member organisation has:

- Shown grave misconduct which might have the effect of endangering ENAR's work/funding and image
- Supported racist ideology
- Breached/violated Fundamental Rights as enshrined in the European Charter of Fundamental Rights and the European Convention on Human Rights. This including hate speech, promoting intolerance towards LGBT, other religious groups etc.
- Been charged and/or accused by any public authority of criminal charges in one or in various Member States of the European Union
- Brought court case(s) against ENAR with the view to damage the image and reputation of the organisation

§5 - The suspension, unless revoked by the Board, shall remain in force until the next General Assembly. At the General Assembly a special session will be organised for appeal of suspended members. The General Assembly shall decide, by simple majority, if the organisation will be expelled from the network.

### **2.5.3 Exclusion**

Any Full Member, Associate Member or Friend of ENAR can be excluded from the association at any time with immediate effect if the organisation/individual is found to match one or more of the following conditions:

- to counteract the vision and mission statement of ENAR in public in a severe manner;
- to show grave misconduct which might have the effect of endangering ENAR's work/funding/financial capacity/credibility/brand (image);
- to support racist ideology (see 2.5.4 for more details);
- to have breached/violated Fundamental Rights as enshrined in the European Charter of Fundamental Rights and the European Convention on Human Rights. This including hate speech, promoting intolerance towards LGBT, other religious groups etc.;
- to be declared bankrupt or convicted for a serious crime or imposed legal restriction
- to have brought court case(s) against ENAR with the view to damage the image and reputation of the organisation (see 2.5.4 below for more details)

In case ENAR Europe is made aware of one of the breaches listed above, the ENAR Secretariat will contact the organisation/individual and request for further clarification on the topic. The member organisation/individual is expected to reply within 30 days.

After the reception of the member organisation/individual response, ENAR Secretariat will provide all the evidences related to the misconduct/breach of internal rules to the Board. Under the investigation process, the Board might suspend the membership of the member organisation/individual until the final decision is taken by the General Assembly.

Following the information the Board will make a recommendation on the basis of both written communications (appeal of organisation and review of the membership exclusion suggestion) to the following GA. The legal representative of the member organisation under question will have the right to speak for up to 10 minutes at this GA. After due consideration the GA will vote on whether the member shall be finally excluded. Qualified majority voting applies in such cases.

Respecting article 2.5.4, representatives of the excluded organisation will be notified by registered letter of the decision. The member organisation shall be immediately barred from participating in any statutory or ad hoc body, committee or working group.

Members excluded from the network and who have coordination and/or project contract with ENAR Secretariat will have its contract terminated after the notification of the General Assembly decision.

### **2.5.4 Damage of public image of ENAR**

1. Should a member organisation be found, in accordance with the internal procedures followed by ENAR, to counteract the vision and mission statement of ENAR in public in a severe manner, show grave misconduct which might have the effect of endangering ENAR's work/funding, etc., its membership in the network shall be reviewed by the Board.

Should a member organisation be found, in accordance with the internal procedures followed by ENAR, to support racist ideology (including anti-migrant rhetoric), its membership in the network will be reviewed by the Board.



Once a decision has been taken by ENAR's Board, representatives of the member organisation will be notified by registered letter of the decision. In the case of a rejection of membership, the applicant shall be immediately barred from participating in any statutory or ad hoc body, committee or working group.

2. Should any single individual or member, employee or Board member or representative of any individual member organisation (formal or not, legally established or not) be found, in accordance with the internal procedures followed by ENAR, to damage the image and the interests of ENAR and/or official representative(s), through abusive speech or deed, grave misconduct which might have the effect of endangering ENAR's work/funding/financial situation, the entity's membership in the network shall be reviewed by the Board.

Should any single individual or member, employee or Board member or representative of any individual member organisation (formal or not, legally established or not) be found, in accordance with the internal procedures followed by ENAR, to support racist ideology, the entity's membership to the network shall be reviewed by the Board.

Once a decision has been taken by ENAR's Board, the concerned person or organisation shall be notified by registered letter of the decision. In the case of a rejection of membership, the person/organisation shall be immediately barred from participating in any statutory or ad hoc body, committee or working group.

3. Should any applicant for membership including single individuals and organisations be found to have contravened the internal procedures of ENAR or inflicted damage on the image or the interests of ENAR and/or official representative(s), through abusive speech or deed, grave misconduct which might have the effect of endangering ENAR's work/funding/financial situation, the applicant's membership application shall be automatically rejected by the Board.

Should any applicant for membership including single individuals and organisations be found to have contravened the internal procedures of ENAR or inflicted damage on the image or the interests of ENAR and/or official representative(s), through support to racist ideology, the applicant's membership application shall be automatically rejected by the Board.

Should any applicant for membership including single individuals and organisations be found to have supported racist ideology, the applicant's membership application shall be automatically rejected by the Board.

4. Should any person, organisation or network of organisations, whether affiliated, suspended or withdrawn from the network, be found to have breached ENAR's internal regulations as described in previous paragraphs, such a person, organisation or network of organisations shall be forbidden to use ENAR's name, acronym, logo and derivatives upon receipt of an official notification from ENAR. After receipt of such a notification, any continued use of ENAR's name, acronym, logo, brand, services and products including derivatives shall be considered as unauthorized exploitation which can constitute copyrights infringement.

### **3. Internal regulations**

#### **Considerations**

It is widely recognised that the struggle against racism and for equality of rights and opportunities for third-country nationals and their first, second and third generation, has local, national and European dimensions.

There is a broad consensus that the Network should link local/national issues with European issues. Moreover, European lobbying can only be effective when it is supported by the ENAR members at the national level.

#### **3.1. ENAR bodies - roles and responsibilities**

ENAR as a European organisation is required to guarantee that its members and representatives are fully aware of their role, tasks and obligations in order to be able to perform to the best of their capacity as well as to the added value of the organisation. To fulfil this aim requires a comprehensive and transparent induction mechanism. This Operating Manual aims to cover this information. The Operating Manual is a living document which will be updated, revised and improved on a regular basis. Parts of the manual under the title 'Internal regulations' need to be adopted by the ENAR GA to become a fully operational document.

Board members and other delegates are kindly asked to use the manual as a guideline and information booklet and to refer to the latest version available. The manual will be made available in its latest version to Board members of ENAR, on the membership section of the ENAR website, at the ENAR Secretariat and on request.

##### **3.1.1 Bodies of ENAR**

The bodies of ENAR are:

- the General Assembly (GA)
- the Board
- the Advisory Committees or expert groups

##### **3.2 General Assembly (GA)**

See the Statutes for the core information on the GA.

The General Assembly is the sovereign body of the association. It is composed by representatives of all member organisations of the network and it takes place annually. Only full members of the network having honoured their membership fee can vote. Friends of ENAR and Associated Members can attend the General Assembly as observers.

The invitation to the General Assembly shall be sent six weeks prior to the meeting. The supporting documents shall be made available online no later than two weeks before the date of the event.

The Board shall on an annual basis decide in how far the participation cost can be limited for all members and this with respect to accommodation and travel.

Catering during the meeting is fully provided by ENAR.

ENAR will grant a minimum of 20 bursaries for flights only.

These grants (on application only) will be given in priority to:

- to organisations having no financial capacity to cover all expenses;
- to organisations based in countries without any representative at the General Assembly;
- to organisations actively involved in the network activities and campaigns;
- to organisations having honoured their membership fee on time.

### **3.2.1 Resolutions/motions**

Motions of a policy, governance, communication and membership nature can be presented to the General Assembly. When the General Assembly is asked to adopt a motion, as opposed to a decision, in connection with any of the subject matters belonging to its powers, such motion shall be adopted respecting the same attendance and voting quorums as the quorums that apply to decisions to be made by the GA.

In case motion is submitted, the organisation submitting it should have at least 2 referencing organisations that support that activity. It should be indicated in the motion which financial, timing and staff implications the motion will have on the work of ENAR.

No resolutions/motions shall be submitted at the meeting itself. The resolutions/motions shall be submitted in writing by latest three weeks before the meeting. Resolutions/motions shall be concise in text and by no means exceed 200 words. They will be subject to a vote at the General Assembly. Adopted resolutions/motions will guide the network and Secretariat in its triennial work.

### **3.2.2 ENAR's strategic plan**

ENAR's future objectives and its triennial Strategic Plan will build upon the achievements and knowledge acquired during the previous period. A copy of the current Strategic Plan can be found online and upon request.

The General Assembly adopts the Strategic Plan every three years.

## **3.3 Management Board**

See the Statutes for the core information about the Board.

### **3.3.1. Key principles of the ENAR Board**

- Context  
Good governance requires a thorough understanding of ENAR's work and its European context. The Board needs to reflect on the context of the whole organisation and keep in mind the overall political development in the EU. A settled and strong Board must respect the traditions and values of the overall organisation, such as equality, refusal of differential treatment and structural discrimination, respect of different cultures, etc. Every Board and Bureau decision should be guided by the mission statement and embody the organisation's core values. All Board members use their own skills for the fulfilment of the overall goals of ENAR.
- Educational dimension  
A Board which is well informed about racism, xenophobia, ethnic and religious (belief) discrimination and related issues is an effective Board. Internal information systems help to ensure this. This can be done via the ENAR newsletter, regular communication

within the Board and with the Secretariat, by consulting the website, through listening to staff presentations or by actively seeking guidance. This will enhance the good governance of the organisation. Self-reflection and seeking feedback on its performance to analyse the Board's strengths and weaknesses allows positive steps to be taken to improve its service to the organisation.

- Interpersonal dimension

A strong Board is based on the equality of each of its members and never allows individuals to dominate the governance process. Instead it encourages group decision-making, teamwork and consensus. It identifies collective goals for the Board and collectively shares the outcomes (both positive and negative). A strong Board fosters a sense of inclusivity and shared mission among all Board members and extends this sense of fellowship to the Secretariat of the organisation.

- Analytical dimension

The capacity of a strong Board is based on the skill to deal with problems in an analytical way. This allows the complexity of the issue to be seen. An analysis from a broad outlook followed by a proactive search for input, seeking for diverse viewpoints may often lead to the understanding that complex problems rarely have simple solutions. Board members look at issues in light of what is best for the organisation and the pros and cons of the decision to be made.

- Political dimension

A beneficial Board respects the authority of its staff at all levels and does not interfere in areas where staff members should have the freedom to take decisions. The Board should be mindful of staff morale and should be a positive example. A good Board regularly consults with the membership and strives to guarantee transparency in its decision-making. Considerate Board members refrain from stirring up unnecessary conflicts amongst the members while encouraging lively debates. A wise Board avoids win-lose situations.

- Strategic dimension

The Board is the strategic engine behind ENAR and has to take responsibility for the long-term success or failure of the organisation. Thus the Board avoids discussing minor matters of detail. A strategic Board keeps an eye on the future, attempting to anticipate problems and trends and sets the organisation on the right track to meet the challenges head on.

### **3.3.2 Role and responsibility of the ENAR Board**

#### **3.3.2.1 Overall role**

According to article 9.1 of the Statutes, the Board is responsible for the governance of ENAR and overseeing the general functioning and longer-term strategy. It supervises ENAR's director who is responsible for the day-to-day management of the organisation. The Board is empowered to enter into contracts for the purchase, alienation or pledging of property, the transfer of which must be registered publicly. The Board may delegate any of its powers.

The Board is liable for all the decisions it takes. The Board shall be knowledgeable about the remit of its responsibilities, individually and collectively.

It is the role of the ENAR Board to lead, to direct and to govern and this is distinct from the role of the staff, which is to manage, to implement and to realise the organisation's mission under the Board's/Bureau's supervision and decisions.

### **3.3.2.2. Policy role**

The ENAR Board:

- Defines the political strategy of the ENAR network in accordance with its mandate
- Monitors the implementation of the annual work programme and the tasks implied in the mandate of the organisation, as well as the proper use of European Community funds which justify ENAR's existence
- Represents ENAR at the political and institutional level in the national and European contexts
- Initiates and contributes actively to policy proposals and adopts strategic policy documents drafted by ENAR Secretariat
- Provides input into the political debates and work of ENAR on the national and EU level
- Supports the implementation of ENAR's vision on the national and European levels
- In liaison with ENAR Secretariat, it defines the network policy in the medium and long terms

### **3.3.2.3. Other responsibilities**

Beside the operational role identified in the ENAR statutes, the ENAR Board has the following responsibilities

#### **Strategic**

- It formalises the internal and external processes necessary for a transparent flow of information, documents and material to the ENAR Secretariat. Strives for the smooth functioning of the network (internal regulation, evaluation and performance management system)
- Defines a code of conduct and agrees on standards for Board members which is monitored by the General Assembly
- It adopts "quality management" criteria enabling the professional work of the network to be developed and assessed
- Contributes constructively to debates

#### **Operational**

- To ensure that the ENAR Board members have a chance to share their skills, knowledge and expertise in a very practical manner with the secretariat the Board members are offered the opportunity to collaborate with the various portfolios that ENAR works on at any given time.
- Individual members can additionally choose to be involved in Advisory Committees or Expert Groups. Defines the role and tasks of the Advisory Committees or Expert Groups
- Takes legal and financial responsibility
- Is accountable to the membership and the ENAR Secretariat is accountable to the Board

- In the context of specific mandates (representative of ENAR at meetings or to other organisations) the individual Board member has a clearly defined task and is accountable to the Board
- Respects budgetary agreements
- Is prepared to contribute to agenda points of Board meetings
- Works in a co-operative spirit
- Is prepared to take on tasks at ENAR events as facilitator as appropriate

### **Attendance**

Individual Board Members are expected to attend at least 4 meetings per year. Board Members missing 2 Board meetings in a row will be contacted by the Chair to reconfirm their commitment and willingness to continue sitting on the Board.

### **Relationship with ENAR Secretariat**

- Promotes the implementation of the annual work programme and actively supports this through the national projects.
- Gives authority to ENAR Secretariat to implement clearly defined plans
- Informs ENAR Secretariat about national developments
- Disseminates information, material and documents in a transparent manner to the members when necessary
- Hands over draft documents for consultation by the network members
- Responds to communications from ENAR Secretariat as appropriate

### **Relationship with the Members**

- Promotes the implementation of the annual work programme and actively supports this among the Member organisation

#### **3.3.2.4. Selection of Board members**

Candidates standing for election to the ENAR Board meet the following profile and requirements as far as possible:

- Have the capacity to speak, read and understand English to adequate level. An adequate level of French is an asset.
- Represent a full member organisation
- Have experience in the fight against racism or one of its special fields
- Have experience in the NGO community of the representing country
- Have regular access to e-mail
- Have a good understanding of EU issues, structures and they work
- Ability to follow the EU developments, including policies and legislation regarding equal treatment, migration etc.
- Ability to think strategically and have good interpersonal communication skills
- Have sufficient time at their disposal to be involved in all activities requested of Board members
- Have the capacity to travel and to attend at least 4 Board meetings per year (such meetings are often held at weekends or on Friday and Saturday).

Additional useful experience cover:

- Good knowledge of the NGO sector

- Have experience of leading or managing projects, services or campaigns in relation to anti-discrimination work
- Have a strong understanding of anti-discrimination policy in general and anti-racism in particular
- Have a strong understanding of the operation of EU institutions
- Organisational management & leadership
  - Have experience of strategic planning and of managing performance strategically and also experience of strategic review of the particular activities and/or organisation
- Additional professional experience
  - Have a high level experience in public affairs, advocacy, political lobbying and campaigning
- Community perspectives/balance
  - Have experience of business or service development and of marketing
  - Have NGO fundraising experience
  - Have legal, regulatory and governance expertise
  - Can represent the diversity of European society in terms of ethnicity, religious affiliation and gender

#### **3.3.2.5 Gender and Diversity balance policy on the Board of ENAR**

ENAR strives to ensure that a balance of ethnicity and gender as well as a broad range of skills are represented on the Board.

During the elections of the Board, the whole ENAR membership will strive, with a sense of personal and collective responsibility, to achieve gender, ethnical, religious and regional balance on the Board.

No region should have less than two or more than three representatives on the Board. The Network is divided into four regions (North, South, East and West), that are not formally defined on purpose.

The Network is divided into four regions: North-West (Denmark; Iceland; Sweden; Netherlands; Belgium; UK; Ireland); North-East (Finland; Poland; Lithuania; Latvia; Estonia; Czech Republic; Germany; Slovakia); South-West (France; Italy; Malta; Spain; Portugal; Austria; Luxemburg) and South-East (Greece; Cyprus; Croatia; Romania; Bulgaria; Hungary; Slovenia).

No more than one Board Member shall come from any specific country.

#### **3.3.2.6 Board meeting agendas**

The Board shall meet at least 4 times a year. The invitation and agenda shall be sent out two weeks in advance. The meetings shall be chaired by the Chair or one of the Vice Chairs of the Board. In their absence the Board shall select another member to chair the meeting.

The ENAR Secretariat is responsible for producing the minutes of each meeting. The minutes shall be entered in a register and shall be kept at the head office of the association. The provisional minutes of a meeting must be approved at the following meeting of the Board.

Board members can suggest items for the agenda of upcoming Board meetings at least 45 days before the meeting. The agenda is drafted by the Secretariat. The Secretariat provides a form for this purpose, which is available on the ENAR website (restricted part for Board members).

Additional items can be listed during the meeting under the point 'Adoption of the agenda', in the Any Other Business category. In the event of strong disagreement on the proposed topic from other Board members, the Chair can propose a vote, which requires a two-thirds majority.

A record of previous Board decisions is made available on the part of the ENAR website restricted to Board members.

### **3.3.2.7 Mandate**

Board members are elected for three years. Throughout this period, the Board member will promote the interests, needs and policies of the network, while also embracing the overall aims and objectives of ENAR. Board meetings are statutory and therefore internal meetings. They are not open to the public. Board members can mandate another Board Member to vote on their behalf during the meeting. A written proxy from the elected representative should be sent to the Director by latest at the opening of the meeting.

### **3.3.2.8 Conflict of interest**

Board members must declare any perceived and potential conflict of interest if s/he has directly or indirectly to be benefiting in monetary terms or enjoy an advantage or a favour, in any meeting that deals with a decision. The declaration of interests includes their relatives, spouse and partner of that relationship.

Board Members are allowed to work as external consultants to the benefit of ENAR. They shall be submitted to the same rules and criteria than any other applicant in their application. Applications will be dealt with in a fully transparent, objective and accountable way, privileging expertise in the field of the requested consultancy.

Board members who have applied for a specific consultancy shall not be involved in the decision making process relating to their specific tasks under such consultancy.

Depending on the size, duration of, and levels of remuneration involved by the consultancy work, the Board shall decide, in dialogue with the concerned Board Member, if the person needs to step down from its role of Board Member for the duration of the consultancy or if the person has to abstain from participating in specific decision making processes only.

If a Board Member brings financial resources to ENAR through the development of a specific project in which the person wishes to involve ENAR, the person has the right to be involved directly in the project. This involvement can be remunerated or not.

Board members may be appointed to temporary paid positions in or for the Secretariat. Their mandate as a Board member during a period of temporary employment is automatically suspended for this period.

Temporary employment of Board members should be ratified by the staffing group, before the temporary employment commences.

### **3.3.2.9 Conduct during meetings**

ENAR's representatives at any level are expected to contribute to an atmosphere of positive and constructive friendliness and respect for each other during both internal and external



meetings and debates. Insulting, abusing, offending or intimidating behaviours will not be allowed.

Name calling, violent or excessively aggressive language, racist, sexist or any other kind of discriminatory remarks, behaviour including harassment during the meeting including the break time, or language, shall be sanctioned by the Chair of the session according to procedures established in paragraph 3.3.2.10.

Board Members, staff members and any other individual or collective member of ENAR, which feel insulted, defamed or harassed by any other has a right to call for protection of their dignity according to procedures established in paragraph 3.3.2.10.

This conduct should be applied to any written or oral exchange of opinions by electronic or other means.

### **3.3.2.10 Enforcement of code of conduct**

#### **a) Sanctions**

Mutual respect and reciprocal listening are responsibility of each ENAR representative and staff.

- 1) Should it occur that any person behaves as outlined under paragraph 3.3.2.9, the person chairing the session shall formally call the person to respect the code of conduct.
- 2) In case of continued misbehavior the chair of the session shall not allow this person to speak any further; should it be necessary the chair of the session may either ask this person to leave the room until the end of the current discussion and/or suspend the meeting for the time needed in order to take the situation under control.
- 3) Serious and/or repeated violations shall be sanctioned with suspension of the right to attend ENAR's meetings for up to three statutory meetings the representative is eligible to attend including the one in which the incident happened and the decision to sanction was taken.

Competent bodies (such as the General Assembly for current Board members; Staffing and Finance Subcommittee (SFSC) and Board for staff members) shall be informed and provided with a faithful transcription of the meeting recordings.

#### **b) Remedies**

- 1) Every ENAR Member has the right to appeal to the Board against measures taken according to paragraph 2.2.10 a) 3.
- 2) The Board shall appoint three independent Board members as arbitrators. Presumed offender(s) and victim(s) of the offence shall not be eligible. The arbitrators shall refer their meditated opinion and recommendations, based on meeting recording transcriptions and duly justified, to the following Board meeting, which shall make a final decision in a secret ballot on the recommendation presented by the arbitrators with qualified majority vote.
- 3) ENAR members who feel insulted, defamed or harassed by any other ENAR member has the right to file a complaint to the Board, which shall appoint three Board members as arbitrators to protect their dignity. Arbitrators shall hear the parties and witnesses and examine any available evidence. They shall refer their meditated opinion and recommendations, duly justified, to the following Board meeting, which

shall make a final decision in a secret ballot on the recommendation presented by the group of arbitrators with qualified majority vote.

### **3.3.2.11 Decisions and votes made by the Board**

The Board strives for decisions based on consensus. If this cannot be obtained, decisions can be made by open or secret vote. Voting follows the principle of simple majority voting, not counting abstentions.

The Chair keeps a vote at GA and Board meetings where a tied vote is expected. In this case the Chair has the casting vote. Board decisions clarifying specific procedural aspects of the work are registered as Board Rulings. They guide the Secretariat, the Board and the Network as a whole in carrying out their work.

### **3.3.2.12 Serving time by full Board Members**

A. The members of the Board are elected for a full three year mandate, irrespective of the nature of their election. A member of the Board may serve a maximum of six years.

Every year Board members will step down to facilitate a smooth renewal and transition process.

B. If a situation occurs that renders the scheme described in section A paragraph two of this article inapplicable, with the risk of disrupting the smooth continuation of the Board, the General Assembly shall decide upon suggestions presented by the Board with the view of resolving the disruption. The Board's suggestions shall be limited to adding or reducing a Board Member's mandate with a total of one year. Each such situation shall be assessed on a case by case basis in full respect of the values of equality and respect.

## **3.3.3 Posts on the Board**

### **3.3.3.1 Role of the Chair**

#### Election of the Chair

The Chair is elected for three years directly by the General Assembly, after the discharge of the previous Board. Candidates for Chair nominate themselves. Only representatives of full members can stand for election as Chair. The election is carried out through a secret ballot and requires a majority vote, not counting abstentions.

#### Specific tasks

- The Chair formally leads the association and represents ENAR in public. The Chair represents ENAR at meetings in a political context or in a formal context with the EU funders. The Chair signs the contract with the EC.
- The Chair chairs the Board meetings or has the power to propose other people from the Board to do so. In absence of the Chair one of the Vice-Chairs will chair the session. The person chairing the meeting has the power to limit the length of contributions.
- The Chair should act in the interests of the overall organisation and in accordance with its defined policies. S/he should respect the diversity of the network.

- In very urgent day-to-day matters the Chair is consulted and has the mandate to act or decide in accordance with set standards, respecting decisions made by the Board and in coherence with the ENAR work programme.
- The Chair will provide leadership to the Board in promoting the vision of ENAR and its member organisations.
- If a tied vote is expected, the Chair, or in absence the Vice Chair, refrains from voting. If the vote is tied the vote of the Chair or Vice Chair will be the casting vote.
- Any expenditure over € 40.000 must be authorised by the Chair and Treasurer.
- The Chair should be highly committed to the organisation's purpose
- The Chair should be willing to contribute time and resources to be available for advancing the agenda of the organisation
- The Chair has the right to participate in any committee or working group set up by the Network

The Chair should be able to work with ENAR staff and member organisations

Candidates standing for election to the ENAR Chair shall meet the following profile and requirements as far as possible:

- Good knowledge of the sector
- Good connections within the sector at national or at EU level

#### 2) Organisational management & leadership

- Experience of chairing or being a high office holder of another NGO or corporate organisation
- Significant experience of running complex organisations, campaigns or services

#### 3) Additional professional experience

- Excellent understanding of modern governance (NGO or corporate or public)
- Good human resources management skills, especially to ensure high quality contributions from other Board members
- Able to inspire, deliver messages to various audience and act as one of the key spokespersons of the Network

### **3.3.3.2 Role of the Vice-Chairs**

#### Election of Vice Chairs

The two Vice-Chairs are elected directly by the General Assembly after the election of the Chair. Equality criteria are expected to be considered at the time of their election.

#### Specific tasks

- They will stand in for the chairperson when absent.
- The Vice Chairs shall assist the Chair in the performance of their duties.
- In the event of the unavailability of the Chair, the Secretariat consults with the Vice Chairs on urgent decisions.
- The Vice Chairs represent ENAR in public.
- They should represent the diversity of the network and a gender balance should be strived for.

Candidates standing for election to the ENAR Vice-Chair shall meet the following profile and requirements as far as possible:

- 1) Good knowledge of the sector
  - Good connections within the sector at national or at EU level
- 2) Organisational management & leadership
  - Experience of chairing or being a high office holder of another NGO or corporate organisation
  - Significant experience of running complex organisations, campaigns or services
- 3) Additional professional experience
  - Excellent understanding of modern governance (NGO or corporate or public)
  - Good human resources management skills, especially to ensure high quality contributions from other Board members

### **3.3.3.3 Role of the Treasurer**

#### Election of Treasurer

The Treasurer is elected directly by the General Assembly after the election of the Chair and Vice-Chairs. Equality criteria are expected to be considered at the time of the election.

Specific tasks:

- Monitors finances (in collaboration with the Director)
- Gives advice to the Director on financial matters
- Presents the financial report at the General Assembly and is discharged by this body
- Has authority to access the ENAR bank account
- Is required to authorize payments above € 40.000
- Checks the bookkeeping on an annual basis
- Should be consulted on major issues related to finances and one should seek advice with the Treasurer
- Should have previous experience on European funding, fundraising and expert on Finance issues

Candidates standing for election to the ENAR Treasurer shall meet the following profile and requirements as far as possible:

- 1) Have an awareness of the funding challenges of an EU level NGO
- 2) Have an awareness of the nature and importance of risk management within an NGO context
- 3) Organisational management & leadership
  - Have the skill, time and commitment to be able to work with the staff to prepare financial reports and statutory accounts for submission
- 4) Additional professional experience
  - Have senior level financial experience within a corporate or NGO setting
  - Ability to support and challenge risk mapping
  - Fundraising experience

### **3.3.3.4 Role of the Seven Remaining Board Members**

#### Election of the other Board members

The remaining seven Board Members are elected directly by the General Assembly according to the three year rotation system. Equality criteria are expected to be considered at the time of their election.

1) Good knowledge of the NGO sector

- Have experience of leading or managing services or campaigns in relation to anti-discrimination work
- Have a strong understanding of anti-discrimination policy in general and anti-racism in particular
- Have a strong understanding of the operation of EU institutions

2) Organisational management & leadership

- Have experience of strategic planning and of managing performance strategically

3) Additional professional experience

- Have a high level experience in public affairs, political lobbying and campaigning

4) Community perspectives/balance

- Have experience of business or service development and of marketing
- Have NGO fundraising experience
- Have legal, regulatory and governance expertise
- Can represent the diversity of European society in terms of ethnicity, religious affiliation and gender

### **3.4 (void)**

### **3.5 Role and responsibility of the ENAR Secretariat**

ENAR Secretariat is responsible for the day-to-day implementation of the work programme. The recruitment of ENAR Secretariat staff shall take place in an open and transparent manner. The tasks of each regular post (full-time or part-time) are outlined in a job description, which are available upon request. ENAR is an equal opportunities employer (please see Annex).

#### **3.5.1. General aim and objectives**

The main purpose of the Secretariat is to carry out the work defined in the annual work programme.

The objectives of ENAR Secretariat are to:

- Implement the political strategies defined by the GA on the EU level
- Proactively submit proposals on policies relevant for ENAR
- Draft the annual work programme
- Draft policy papers for adoption by the Board
- Help define network policy in the medium term
- Implement an information strategy for the network
- Carry out a media strategy for the organisation
- Carry out applications for and management of funding
- Represent the network within EU institutions and the European NGO community on a day-to-day basis
- Be available for requests from the co-ordinations

### **3.5.2. Director**

The Director represents ENAR in the name of the Chair at a working level.

The Director is responsible for the Secretariat and manages the staff. The full job description is available upon request.

The Director manages the budget with the support of the Treasurer in an economic way and acts in accordance with the financial regulations of the EC and other funding agencies.

The Director provides the main contact between the staff and the Board.

In the event of absence or non-availability, the designate staff member will substitute for the Director. Urgent decisions which need to be taken during that time must be confirmed by the Chair or, in absence, by the Vice-Chairs.

The Director should guarantee the quality and coherence of the ENAR Secretariat work performance.

The Director does not have the right to vote but has the right to speak at ENAR statutory meetings.

### **3.5.3. Financial delegation**

The Director will comply with all financial regulations. The Director is authorised by the Board to make all necessary payments in accordance with the agreed budget and by order of the Treasurer or Chair. All payments done by the Secretariat (cash, bank transfer, credit card) need to be confirmed and initialled by the Director.

In the absence of the Director, the Administration Officer in charge of the finances will make the (routine) payments for less than € 40000 per expenditure.

### **3.5.4. Issues related to the staff of ENAR Secretariat**

#### **3.5.4.1 The ENAR Equal Opportunities Policy**

ENAR is committed to a policy of treating all its employees and job applicants equally. The ENAR Equal Opportunities Policy is a part of ENAR's Labour regulations.

#### **3.5.4.2 Employment contract regulations**

All regulations of working conditions such as working hours, holidays, time off in lieu of extra hours, etc. are specified in the contract and are in accordance with Belgian law. They are specified in Belgian labour regulations, which are handed over to each new staff member and are available at the Secretariat as a public document in the official languages of Belgium.

#### **3.5.4.3 Appraisal**

All staff members will undergo an appraisal procedure on an annual basis, following a first one after 6 months. The evaluation is carried out by the Director. It includes the review of work performance and the identification of goals to be achieved in the coming year.

The Chair and another Board member appraise the Director once a year on the same basis.

Procedure detailed in ENAR's Work regulations and Human Resources Plan.

#### **3.5.4.4 Conflict of interest**

Staff members must declare any perceived and potential interest if they have directly or indirectly to be benefit on monetary terms or an advantage or a favour, in any meeting that deal with a decision. The declaration of interests includes their relatives, spouse and partner of that relationship.

#### **3.5.4.5. Code of conduct for staff members**

##### a) Office hours:

Regulations concerning office hours are outlined in the formal Work Regulations. Staff members are requested to record their working time on a daily basis as requested by Belgian labour regulations.

##### b) Holidays and overtime:

Staff members' holidays must be applied for at least 4 weeks in advance and must be agreed by the Director. Taking holidays in a certain period might not be possible due to the workload.

##### c) Absence from work:

Regulations concerning absence from work are outlined in the formal Work Regulations.

##### e) Other requirements:

Staff shall not during their period of employment directly or indirectly, either on the account of the staff member or as a partner or as an agent, employee, officer, director, consultant or shareholder of any company or any other entity or member of any firm or otherwise, engage in or undertake any business trade or occupation, which is or may be in competition with that of ENAR.

To enforce the code of conduct staff members will be equally treated as elected representatives as outlined under Article 3.3.2.10.

Any other requirements are outlined in the labour regulations.

#### **3.5.4.6. Grievance procedure**

In cases of grievance the Secretariat will act in accordance with the Grievance Procedure, which is included in the formal Labour Regulations of the ENAR Secretariat.

#### **3.5.4.7. External training**

ENAR is committed to training for Secretariat staff. Appropriate training will be made available to staff whenever possible and will be funded by ENAR, according the availability of funds.

Appropriate training will be made available to staff following ENAR's Training Policy and its Human Resources Plan. It is the responsibility of the Director to budget time and money for training for all staff members.

#### **3.5.4.8. Staff selection**

The Secretariat operates an equal opportunities policy in all aspects of its operations, based upon gender equality and equal opportunities for all.

Staff members are selected for regular contracts on the basis of a transparent procedure, focusing on skills and expertise for the respective job.

#### **3.5.4.9. Posts**

The Secretariat has eleven fulltime and 1 half-time posts:\*

- 1 Director

- 4 Advocacy Officers
- 1 Press and Communication Officer
- 1 Social media Officer
- 1 Networking Officer
- 1 Impact and Process Officer (as of fall 2019)
- 2 Administrative Officers
- 1 half-time Budget Officer

*\* can be adjusted to the needs of the organisation*

The duties of each individual staff member are outlined in the job description, which is an integral part of the employment contract. The job descriptions are available upon request. ENAR strives to increase the number of regular staff members according to availability of funds.

Short-term contracts can be made with external staff to support the regular or occasional work of the Secretariat if funds are available. Voluntary posts for student trainees are available (only if mandatory to obtain their degree and on the basis of a contract with the university and the student). One responsible person from among the regular staff members will act as mentor to the trainee.

As a result of ongoing assessment and evaluation, job descriptions may be modified by the staffing group upon the initiative of the Director.

#### **3.5.4.10. Staff promotion and salary increases**

According to Belgian legislation, there may be a mandatory index increase of all salaries on January 1 of each year. The percentage is decided annually by the Belgian authorities, employers and unions. The salary increase is automatically added by the Social Secretariat (responsible for the salary calculations and social security payments). These increases must be budgeted for.

The annual staff budget is discussed within the Staffing and Finance Subcommittee (SFSC) and presented to the Board and – as part of the full budget. The Board installed as of 2018 salary scales for each job.

#### **3.5.4.11. Annual work programme**

The Secretariat will present a proposed annual work programme to the GA for ratification. A consultation process (Board members and all full member organisations of the network) is required to ensure maximum input from ENAR's membership.

#### **3.5.4.12. Agenda of Board meetings/GA and minutes of these meetings**

The Secretariat prepares a draft agenda for the Board meetings and the GA in consultation with the Board. The agenda will be sent out to the delegates within timescales laid out in the statutes.

Minutes of the Board meetings will be taken by the Secretariat and will be disseminated by email. The minutes of the GA will be made available online.

The minutes will contain:

- List of participants
- Agenda
- Decisions and results of votes



- All contributions specifically mentioned for the minutes

Proposed amendments to the minutes of Board or GA should be notified in writing, at the latest 30 days after the mailing date. The minutes will be adopted at the next meeting.

### **3.6. Role and function of the Advisory Council of Eminent Persons** *(to be reviewed prior to 2020 GA)*

The Advisory Council of Eminent Persons does not constitute a body of the organisation.

1) Members of the Advisory Council are to be appointed by the ENAR Board. At no time shall the Council have more than 12 members including the Chair.

2) The process of appointment will entail a nomination and a 2/3 vote in favour by Board Members at any Board Meeting or an alternative process as agreed by the Board.

3) The Members of the Advisory Council cannot serve longer than 12 years. Every 3 years the Council will be re-elected or reconfirmed at the General Assembly.

4) The Chair of the Advisory Council is an honorary position. First preference for the Chair will be the most recent former President of ENAR. Should the invitation be declined, the Board will appoint another Chair through the same process as above or an alternative process as agreed by the Board.

5) The Members of the Council may be requested as follows:

- to chair the Councils meetings
- to play a general ambassadorial role for ENAR
- to assist with conflict resolution
- to chair sessions of ENAR event
- to represent ENAR at external events and partner organisations and specialist bodies.
- The Advisory Board should in principle meet formally once a year.

### **3.7. Financial matters**

The co-funding as a prerequisite for EC funding can be raised by:

- Obtaining support from private foundations for parts of the EC work programme or for separate projects
- Membership fees
- Donations
- Other appropriate sources

#### **3.7.1. Financial regulations**

##### **3.7.1.1. ENAR funding methods**

###### European Commission:

The Commission of the European Union provides financial support to cover minimum 80 % of ENAR's expenses within the framework of the budget submitted. The remaining amount is contributed by Foundations and other partners (see above).

The requirements of the contract between the Commission and ENAR are binding.

###### Foundations:

In order to diversify ENAR's funding, the fundraiser is approaching appropriate foundations with applications for activities included in the ENAR work programme and beyond.

### Corporate sponsoring:

ENAR is also willing to co-operate with companies supporting the struggle against racism. ENAR has identified the following criteria for selecting companies:

Companies that are or have been involved in:

- Trading of weapons;
- Holocaust/genocide/ethnic cleansing
- Discriminatory practice on the work floor

are excluded as partners or sponsors. However, if they have been involved in any of these activities but have formally apologized or changed policies then they may be considered.

Further agreements made and strategies developed are outlined in a separate fund raising strategy and corporate funding document, which will form the basis for fundraising made by the fundraiser.

#### **3.7.1.2. Budget negotiations**

The Board shall discuss the budget for each individual budget period. The draft ENAR budget will be presented by the Director, for final recommendation and adoption by the GA, prior to the deadline for presentation of the application. The approved budget is subject to approval by the EC and must be based on EC guidelines.

ENAR operates a Brussels bank account for contributions from the Commission, Foundations and from other potential donations. The Chair, the Treasurer and the Director are each individually entitled to have authority over the account. All payments will be made by bank transfer.

Payments via computer system and credit card shall be made only with the authorisation of the Director. Payments in excess of €40.000.00 must be authorised by the Treasurer or in absence by the Chair.

A petty cash box is set up for expenses incurred by the office. The amount held in the petty cash box may not exceed €2,000.00. The office is to keep a cashbook.

The Administration Officer in charge of finances has the responsibility for the petty cash box and daily cash payments.

#### **3.7.1.3. Bookkeeping**

Bookkeeping will be checked twice per year by the Treasurer. The Treasurer will present an interim report to the Board at least once a year and present the final accounts to the GA. The GA discharges the Treasurer as mandated by the board for the closed budget year.

#### **3.7.1.4. Travel costs**

Any costs related to travel, accommodation, catering (during the meeting period only) and local transport will be reimbursed to Board members and members participating to ENAR activities as appropriate and according to the guidelines of the funders/organizers of the related activities.

#### **3.7.1.5. Reimbursements of costs**

Members are provided with a reimbursement form for each meeting, which has to be correctly filled in. The respective reimbursement rules for travel cost and subsistence given by the EC have to be respected. No exceptions can be accepted.

All listed expenses on the expense claim need to be justified by original receipts (flight tickets plus both boarding passes, tram tickets, etc.).

Photocopies of the ticket or other receipts cannot be accepted.

All members are kindly asked to number each expense listed on the form and give the same number to the receipt to facilitate administration.

All expense claims should be received at the latest 4 weeks after the end of each meeting and anyway within the budget period. Later claims received beyond 31 December will not be considered.

ENAR Secretariat is not responsible for reminding members to claim a reimbursement of travel and subsistence costs.

Members are kindly asked to include the complete account number including SWIFT code and IBAN number and all bank details on the form each time. Without this information the transfer cannot be preceded.

Reimbursements of costs in cash can only be considered on a very exceptional basis and only if sufficient notice is given to the Secretariat.

## **4.1 Other issues**

### **4.1.1 Communication between the bodies**

The Secretariat is charged with providing all bodies of ENAR with the relevant information needed. All preparatory documents for General Assembly and Board meetings are sent out by e-mail. All relevant information for members, as well as the preparatory documents for General Assembly and Board meetings are provided in English and placed on the restricted part of the ENAR website.

### **4.1.2 Use of ENAR logo**

The ENAR logo, the brand “ENAR”, “European Network Against Racism” (only in English) as given on the front page of the manual and the whole ENAR literature are protected and can only be used for the purposes of the network on the EU level. ENAR members shall respect the guidelines on use of ENAR’s brand and logo. ENAR Europe is the sole right holder of its logo and brand and sole responsible for its brand management, worldwide.

The Belgian legislation for non-profit organisations requires to add following the office name of the organisation ‘AISBL’ that stands for ‘Association internationale sans but lucrative’.

ENAR Europe reserves the right to seek redress in court in case of mismanagement of its logo and its brand by member organisations or any other third party.

### **4.1.3 Working languages of ENAR**

ENAR’s official working language is English.

The working language of the Board is English.

### **4.1.4 Thematic expert committees**

The Board shall establish ad-hoc basis advisory thematic committees or groups. These committees will carry out certain tasks on behalf of the Board in matters of the Board’s choice, ranging from policy to campaigning, fundraising and other financial and staffing advices. These committees advise the Board and the Secretariat. The membership of these committees is based on expertise and is open to all members of ENAR, Friends of ENAR, external experts. The Board delegates one of its members to every ad hoc committee for proper liaison with them.

#### **4.1.5 Ongoing assessment of the Network**

ENAR is a reflective organisation and understands that improvement of performance needs review and evaluation as well as planning for future goals.

An integral part of ENAR's work programme includes ongoing evaluation of work performance on a regular basis and upon finalisation of each work programme period.

This is done on the basis of a performance management system monitored and carried out by the Director. An external consultant evaluates the performance of the overall network at the end of each work programme period on the basis of data provided and from a neutral perspective. The purpose of such evaluations is to provide a tool from which to learn, develop and, where appropriate, to acknowledge successes.

### ***5. Regulations for urgent day-to-day business***

The Secretariat's prime objective is to implement the political decisions of the network. The Secretariat must communicate regularly with member organisations and with the Board members and their substitutes.

If an urgent decision is required, the Director will consult with the Chair. The Director will judge to determine whether consultation with the Chair is sufficient or whether the decision should be made by the full Board.

All Board members may present urgent matters related to national issues. The Director decides what action is appropriate with reference to the priorities of ENAR.

- Issues central to ENAR's work programme will be considered urgent matters
- The staff should act according to the priorities of ENAR as stated in the work programme
- ENAR should act promptly, use the press and other media and find other people to voice ENAR's concerns outside the network
- ENAR does not have the capacity to act on behalf of an individual victim of racism
- Deadlines for reactions are defined by the Secretariat in consultation with the relevant Board members; no response within the deadline will imply agreement if not stated otherwise
- Board members are encouraged to raise national issues that have a European impact

### ***6. Miscellaneous***

This manual is supplementary and subordinate to the statutes of the European non-governmental organisation, the European Network against Racism (ENAR aisbl). In the event of conflict, the ENAR statutes prevail.

This manual is intended to clarify rules and regulations within the network. The labour regulations, which form part of this manual (Annex I), are to be adopted or changed by the GA.

Each relevant person should receive a copy in English in order to contribute to the network in the most efficient way. The manual will be placed on the ENAR website and given to candidates standing for election to the Board.

## **Annexes**

The labour regulations includes following annexes:

- 1) Collective bargaining agreements
- 2) Working schedules for full time employment
- 3) Contact details of first aid employees  
Name of trust person within the organisation in case of sexual or moral harassment  
Contract details of external prevention service to be consulted in case of violence, sexual and moral harassment
- 4) ENAR Equal Opportunities Policy
- 5) European holidays
- 6) External procedure against violence, moral and sexual harassment at work
- 7) ENAR's Training Policy and Training Needs Procedure
- 8) Whistle blower policy
- 9) Office security plan