**16th BOARD MEETING**

**Minutes**

**Brussels, 23-24 September 2016**

**Participants:** Amel, Marcell, Laurentia, Peter, Vilana, Enrique, Claudia, Karen, Wouter

**Regrets:** Intissar, Jamie

**Participants ENAR Secretariat:** Michael, Claire, Myriam, Officers as relevant : Juliana and Georgina

**Venue:** ENAR Office, 67, rue Ducale, 1000 Brussels

**Accommodation:**  Motel One

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| **Friday afternoon, 23 September 2016** |
| **13:45-14:45** | **1. Adoption of agenda**Reminder of the pending decisions from the Board Meeting of May postponed to the agenda of the new Board:* Statutory review of membership
* More joint trainings board & staff
* Loss recovery plan
* HR Subcommittee (see later)

Amel presents the apologies of Karen for not being present on Friday.**DECISION:** * **AOB: election of a representative of the Board to the Board of the ENAR Foundation**
* **The agenda is adopted**

**2. Adoption of the minutes of the 15th Board Meeting****DECISION:*** **The minutes of the 15th Board Meeting are adopted**

**3. Getting to know each other*** All Board members are really aware about their roles.
* A huge amount of experience, skills and values are reflected in the room. We should remind ourselves of what they are in case we face difficult situations and build on our collective willingness to strive for the good of the organisation.

**SUGGESTION:*** **ENAR could facilitate a space for a conversation with NGOs working on labelling and seek good practices.**

**DECISIONS:*** **Better cluster and make visible ENAR’s engagement in the media in our activity plan and reporting.**
* **Enrique & Claudia to explore with Team (GS/CF/MP) the possibility of ENAR engaging more strategically and systematically in influencing the media positively + make a recommendation to the Board.**
* **JW to launch a mapping of the membership (who’s working in this area) to explore the organisation of a more structured activity on self-identification at the GA.**
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| **14:45-15:15** | **4a. Potential cooperation with umbrella organisations on the topic of xenophobia and discrimination** * “News Media Europe” is a lobby organisation for the newspaper industry – they have strong stances on transparency and ethical journalism => they are at the beginning of their work, but there is room for cooperation. Claudia is happy to make connections as she has a friend working there.
* Claudia met with journalist Aidan White: he sees lots of opportunities for cooperation (e.g. online capacity building tool for journalism on racism and equality).
* Even progressive media are perpetuating stereotypes about minority communities, also contributing to the problem, while failing to recognise their contribution to nurturing the dominant discriminatory policies flowing from these discourses.
* ENAR is already doing a lot in the area of relations with the media (interviews, briefing journalists and providing them with background information, participating in conferences and sessions in diversity trainings for journalists, participating in CoE activities on the topic…).

**4b. Promoting minorities’ self-description against external labelling*** Police, media, governments, administrations are using derogatory categories and wording to describe minorities.
* ENAR could document it and track it.
* 2 aspects: one is the everyday language, another is the administrative categories (e.g. autochtoon, allochtoon). We already deal with this issue in the frame of equality data collection as in many instances, these are code words euphemising racial categories => we work on promoting categories developed in close cooperation with minorities, promoting their self-identification (which are also evolving).
* ENAR could collect these categories and propose alternatives proposed by minorities on how they self-identify.
* There are huge concerns about the impact of such labelling on children in the long term.
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| **15:15-17:00** | **5. Theories of change/strategic planning*** Amel: Board members need to be a support to the staff in implementing the strategic plan rather than add an extra layer of management or delve into micromanagement. It is about empowering the staff and the organisation to increase the impact of the organisation.
* List of Board members’ interest in portfolios

*- Vilana: Employment, equality data collection, HR subcommittee**- Enrique: Migration, equality data collection, press & comm**- Claudia: Migration, press & comm, advocacy coordination**- Marcell: Network development & community mobilisation, racist crime & speech, Islamophobia**- Laurentia: Migration, racist crime, network development, Antigypsyism* *- Amel: Community mobilisation, research (education & youth), HR subcommittee, Antisemitism**- Karen: Afrophobia – representative of the Board on the PAD SG and liaison with Jallow**- Peter: Antigypsyism**- Intissar: Islamophobia, security**- Jamie: Afrophobia**- Wouter: Admin, office and event coordination** Regarding the absence of Board members: a process was adopted last year; the Chair should send absentees a reminder about their attendance and assess with them their intention to further take part – or not – in the work of the Board;
* At the next Board Meeting, Board and staff will work together on strategic planning (so that staff can participate) on Friday all day, and Saturday there will be half a day on Board business.

**SUGGESTION:*** **Strategic planning session agenda: morning: reviewing the reasons of why we are working in a specific area (see portfolio list) in plenary; in afternoon: working groups around the specific theories of change.**

**DECISIONS:*** **Amel & Michael: draft Terms of Reference for the engagement of Board Members with Staff members in the portfolios.**
* **Amel: check with Jamie and Intissar their willingness to continue being part of the Board.**
* **Myriam: update the list of attendance of Board members.**
* **Board members’ list of interests – see above (Karen, Wouter and Peter to signal potential other areas of interest).**
* **Next Board Meeting: 1,5 day: 1st half: Board business and 1 full day on Board-Staff strategic planning.**
* **Team: Structure of the Strategic plan: overarching theory of change + Strategic Objectives + Key objectives/activities under each strategic objective, based on the theories of change;**
* **Team: send theories of change to Board Members as well as an initial draft to kick off a thinking process before the next Board meeting.**
* **MP: explore with Bruno or Pascal their availability to facilitate the strategic conversation process within the Board (and how?).**
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| **Saturday, 24 May 2015** |
| **No** | **Matter** |
| 9:15-10:30 | **6. Finances** * Presentation of the documents by Myriam (see annexes)
* *Operational loss recuperation plan* according to a conservative approach: ENAR now has enough co-funding to cater for RDIS, and further resources to engage in other activities. We will ensure that this extra money helps compensate for ineligible expenses under RDIS within the fiscal year, so that we can bring ineligible expenses to zero.
* The membership fees and the contribution of companies to the Equal@work Platform (received through the ENAR Foundation) will be used to reimburse the loss (20.000€/year at least). Board Members could help in trying to get more members or current members to pay their membership fees. It would help us reimburse faster.
* This is a conservative perspective if nothing changes within ENAR, but we should try to find more sources of funding to reduce the loss faster.
* We have won in appeal against C. Konkwo again. He has until 29/09 to lodge yet again a second appeal to the Supreme Court. If not, he is sentenced to reimburse ENAR +23.000€, which would help reduce the loss.
* Explore the possibility to find external support/expertise to help the team in this effort.
* Explore EU for Citizens programmes: ENAR could apply with members and have a deal to quell expenses as much as possible and transfer unspent money to ENAR to contribute to reimbursing the operational loss.
* A possibility could be to use Board Meetings and other statutory meetings to support our members: e.g. by going to the country and have high level advocacy meetings with our members; a meeting with our members, and the board meeting.
* Shadow reports are more focused, but they remain based on secondary sources. Would specific field research be helpful?
* Vilana: depending on the topic, they could certainly be.

**DECISIONS:*** **Laurentia: check for next Europe for Citizens call for application; Team will make a cost-benefit analysis of applying to such calls in the perspective of fundraising un-earmarked money.**
* **MP/MDF: explore the possibility to have external support for our work in reducing the loss.**
* **The Board congratulates the Secretariat for building strong relationships with Foundations and for the great management of the Finances of the organisation, which have enabled ENAR to be in a much safer position.**
* **The Board agrees that meetings of the Board / GA / NPC council should take place in Member States where the presence of ENAR would be helpful for our members** (connect with post-Brexit conversation). **At least 2-3 meetings per year could take place at national level.**
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| 10:45-13:00 | **7. Staff – Administration*** The Chair & Treasurer are members of the HR subcommittee (HR and Finances). Vilana and Laurentia agree to join.
* The Board is informed about MDF’s departure within the year and initial scenarios to replace her, as well as CF’s upcoming maternity leave. The HR Subcommittee will work on potential scenarios before the next Board meeting.
* Three new staff members will join the team next year: part-time in communication (paid by OSF); part-time for one year in networking (paid by NDI); part-time in research (paid by DARE project). The two first are expected to start in January/February; the 3rd will most likely start in the fall.
* Amel presents the expected work of the HR Subcommittee: improve workload management as well as the staff salary scales and retribution packages – as a decision taken in 2007 by the Board has frozen any kind of salary progression in the organisation (to keep salaries under control and to avoid criticism from members on the fact that the staff would get too much out of the budget of the organisation).
* Presentation of ODS report: overstretch of the staff; lack of balanced workload among staff members depending on the intensity of the workload in each portfolio; incorporate “invisible” tasks of the staff (such as media work: responding to interviews, briefing journalists…) that take time into the “visible” part of the workload and ensure they are fully accounted for.
* Board support to Team: enforce governance (fully participate in Board meetings, conversations and online consultations), and work in transparency to ensure good cooperation with the team.
* Staff salaries: HR Subcommittee will have to explore various options on the table (move to Commission 329 where the salary scale and packages are decided by law – if ENAR can move to this Commission; stay under Commission 337 and try to improve the model, insert a salary scale).
* A possibility could be to propose a maximum % of the total budget allocated to salaries that could not be exceeded.
* The Board agrees that we need to ensure that staff remunerations are not left to the goodwill of Board, but are secured and transparent as a system.
* Presentation of C. Konkwo’s track record of lawsuits against ENAR to inform the Board.
* Presentation of the memorandum of ENAR’s lawyer on options to prevent C. Konkwo from further suing ENAR (see annex). No decision to be made yet: ENAR is waiting for the appeal deadline for C. Konkwo (29/09 as he lost his last appeal against ENAR again) and the results of his court case against Chibo. Once we have more information on these two elements, the Board will envisage which course of action to take.

**DECISIONS:*** **The Board agrees to the following composition of the HR Subcommittee: Amel, Wouter, Vilana and Laurentia.**
* **The Board mandates the HR Subcommittee to make decisions on behalf of the Board in case of emergency.**
* **HR Subcommittee: review and agree their ToR before the next Board meeting.**
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| **13:00-14:00 Light Lunch**  |
| **14:00-14:45** | **8. Jallow as Chair of PAD*** Report by Karen on the ENAR delegation to the Annual Black Caucus in Washington DC.
* Further reflections on the delegation:
* Suggestion to send at least one white delegate to further develop alliances and reinforce allies?
* Decrease the delegation slightly and keep 1-2 seats to send activists to other key activities in the US (community mobilisation, Black Live Matters)?
* The delegation was initially linked to PAD – would there be a possibility to broaden it to other grounds?

**DECISIONS:*** **The Board agrees that Jallow remains as Chair of the PAD SG. Karen will ensure the liaison with the Board.**
* **Karen and Board to have the final decision on activities linked to PAD; Jallow to be consulted.**
* **Karen and Jallow: develop a ToR to fledge out how to work together (decisions on speaking roles, signing of declarations…).**

**9. Board Members / NPC involvement / Members’ Involvement*** All Board Members are ready to support the Secretariat and the organisation. There is a strong willingness for involvement.
* Laurentia asks that the Secretariat be more proactive in reaching out to Board members for support whenever needed.
* MP reminds the Board of how the NPCs and the NPC Council came into existence with the new model after 2012.
* National Platforms are no longer really relevant. A few are functional (Ireland, UK, Denmark, Sweden), but in all the other countries, there are no further NPCs. We have moved towards a call for national projects open to all members since 2015, in line with ENAR priorities. The NPC Council has been changed into a “National Project Coordinators Council”, but there are statutory implications: National Platform Coordinators are part of the statutes as well as the Council. If we want to completely move away from the National Platform and NPC Council model, we will have to adjust the statutes to the reality of the functioning of the Network. A further assessment should be made by the Board and Staff before making any decision.
* See Marcell’s notes in annex: where to have more connections horizontally between members?
* How could we increase such opportunities: expert meetings? Topical workshops?
* Suggestion of using ILGA’s model: topical workshops for members from 5-7 countries in one go, where one member comes with one administration representative from his/her country working on the specific issue that will be dealt with in the workshop (e.g. hate crime) => it strengthens the building of alliances between NGOs and Governments, between NGOs, and between Governments while being very practical.
* Another suggestion from ILGA: work more on reinforcing security of HR activists, build the capacities of our members to protect themselves (human beings, properties, websites…).
* Europe for Citizens programme: we could rely on members to organise national meetings under this framework (there are enough resources within this programme to ensure this decentralisation). It could help offer more meeting opportunities than under RDIS.
* Suggestion to use the NPC council meeting in November to draft an application for “Europe for Citizens” with interested participants (offer a space for that).
* What is the interest of ENAR to engage in external EU advocacy/activities? We have been using advocacy in other fora (CoE, UN, OSCE, US Department, other 3rd countries, EEAS) to put pressure on diplomats from EU/national levels. It’s embedded in our work, but it comes on top of our work with EU organisations. This work needs to have a purpose linked to a particular portfolio, where we would see an opportunity of advancing our core business.
* Board Members can represent ENAR in activities/programmes in 3rd countries as long as there is no cost for ENAR. If there are budgetary implications, they will have to be assessed on a case-by-case basis.

**DECISIONS:*** **MP: inform the Secretariat that BMs are happy to contribute / support the Team work according to their knowledge, skills and experiences => Team should not hesitate to ask.**
* **Team: offer more clarity on the agenda of Steering Groups/Ad hoc groups (using members’ area of the website).**
* **Amel/MP/JW: explore the future of NPCs with participants at the NPC Council.**
* **MP/JW: draft a note on potential scenarios for the future of NPCs and NPC Council for the next Board.**
* **JW: include a session in the agenda of the next NPC Council for members interested in brainstorming about a potential application to “Europe for Citizens” grants (2 hours?).**
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| **14:45-16:00** | **10. Brexit*** Michael sets the frame of some consequences of Brexit: loss of leverage in EP/ARDI if British MEPs leave their jobs before the next EP elections (particularly active members of ARDI are British MEPs).
* Claire frames further issues: what if we have more far-right heads of state (France, Austria?): impact on legislation, on funding for NGOs; in terms of recruitment also for ENAR: if we do less European advocacy, we might have to recruit other profiles; EP and EC might become increasingly irrelevant in the area of equality and anti-discrimination: no initiative is in the pipeline, strategies on gender equality and homophobia are totally stalled, not to mention the horizontal directive, the European Commission backs off from taking any strong stance against Member States’ human rights abuses.

Perspectives of Board Members:* Elections in the US might have an impact on upcoming EU elections: Trump could win the November elections, and the trend cascades to European countries.
* Search for alliances with companies such as Facebook which are seeking to get at national level as well (=> alliances with companies who share our views to support us in getting our messages across) => review our ethical guidelines to ensure we don’t contradict our values in engaging in such alliances.
* Mobilise more strongly to keep anti-discrimination on the EU agenda; we need to be much more visible in coalition with other networks (trade unions, feminist movements…).
* Convince national MEPs to keep close to ENAR and organise national advocacy meetings => have members increasingly engaged in advocacy towards theirs MEPs from the national level.
* Prioritise social media campaigns.
* Keep on anticipating and keep the flexibility to adjust our strategic planning to a quickly changing environment.
* Better analysis of the conservative counter-reform and conservative cultural war which has won even the mainstream left => how to articulate a narrative that gets across people’s preconceived ideas.
* Explore the potential of a business model based on our strengths to generate new income to reinforce our independence (see Wouter’s suggestion: <http://www.tvl.be/nieuws/mobile-school-wint-prestigieuze-prijs-33951>).

**DECISIONS:*** **MP: put Brexit on the agenda of upcoming Board meetings.**
* **MP/CF: invite a couple of persons that could help us during our next Board meeting on a strategy to embed intersectionality in ENAR’s work (ILGA, EWL?).**
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| **16:00-16:30** | **AOB:**1. EF Foundation Board

**DECISION:*** **The Board appoints Claudia Mara to the Board of the ENAR Foundation.**
1. Board Members interested in Roma issues are: Marcell, Enrique, Peter, Vilana, Laurentia and Wouter: they will discuss and propose potential activities to the Secretariat for the application to RDIS.

**DECISIONS:*** **Reform of the membership: to be discussed early 2017.**
* **Board – Staff training: to be discussed at the end of the Board-Staff strategic meeting (suggestions: international HR framework; positive discrimination).**
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