**Proposal of amendments to the Operating Manual**

**1. Electoral procedure for the Board**

**Article to review:**

**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.

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| **Proposals for amendment – 2 options:**   1. No region should have less than two representatives on the Board. No more than one Board Member shall come from any specific country. 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). 2. No more than one Board Member shall come from any specific country. |

**2. Consultancy of Board Members and conflicts of interests**

***Current articles (3.3.2.8 and 3.5.4.5). Article to review: 3.5.4.5***

**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.

**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.

*d) Political function on the Board and regular or temporary employment of staff:*

Board Members have the right to apply for any post in ENAR provided that the participation of Board Members on the Board will be suspended during the application period. It also provides that Board members are required to resign from their post if he or she is appointed as the regular staff of ENAR.

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

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

*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.

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| **Proposals for amendment:**   1. **About 3.5.4.5 d) §3 => to be moved down after new e) below**   Temporary employment and consultancy contracts of Board Members to the benefit of ENAR should be ratified by the Chair and the Treasurer in case a Board Member is concerned, or one Vice-Chair and the Treasurer, or the two Vice-Chairs in case the Chair, a Vice-Chair or the Treasurer are concerned.   1. **Proposal of addition: new e) => current e) becoming f)**   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, pursuant to the provisions about conflicts of interest laid down in Art. 3.3.2.8 of the present OM.  Depending on the size, duration of, and amounts involved in the consultancy work, the Board shall decide, in dialogue with the concerned Board Member, if s/he needs to step down from her/his role of Board Member for the duration of the consultancy or if s/he will have to abstain from participating in specific decision making processes only.  A Board Member bringing financial resources to ENAR through a specific project should be involved, should s/he wish so, in the development of this project. This involvement can be paid or unpaid. |

#### **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 National Platforms and 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**

* Individual members can additionally choose to be involved in Advisory Committees Defines the role and tasks of the Advisory Committees
* 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

**Relationship with ENAR Secretariat**

* 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 national platform co-ordinators when necessary
* Hands over draft documents for consultation by the network members
* Responds to communications from ENAR Secretariat as appropriate

**Relationship with the National Platforms**

* Promotes the implementation of the annual work programme and actively supports this within the National Platform

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| **Proposals for amendment:**  **3.3.2.3**  **Strategic**  It formalises the internal and external processes necessary for a transparent flow of information, documents and material to the National Platforms or the **National Project Coordinators** and ENAR Secretariat  **Relationship with the National Platforms**  Promotes the implementation of the annual work programme and actively supports this within the National Platform or **the national projects.** |

**3.7.1.6. Contributions for national platforms coordinators (former NCs)**

**(until December 2013)**

The National Platform Coordinators (former NCs) may receive a defined budget for carrying out the national ENAR activities. The budgets may be allocated for each financial year and are subject to ratification by the board.

If a budget is allocated to National Platform Coordinators (former NCs) contracts shall be signed by all co-ordinations confirming the roles and responsibilities of ENAR and the co-ordinations. The NP Coordination’s budgetary obligations are outlined in the contract. The contract may also state the total budget, as well as the amount to be contributed to ENAR’s overall budget by the National Platform Coordination.

Such contributions represent reimbursement of expenses and can only be made following the presentation of original receipts or copies of original receipts.

The National Platform Coordinations are required to present all original receipts to the ENAR office one month after the end of the official budget period. More detailed information on this can be found in the individual contracts signed with the organisation. Expenses, which exceed the amounts set out in the grant agreement with the NP Coordination will not be reimbursed.

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| **Proposals for amendment:**  This is article is temporally suspended.  **Alternative proposal for amendment:**  The budget for national activities can be accorded to member organisations which will be in charge of ENAR national projects. Their role is to implement ENAR’s work plan objectives in their Member States. |

4.2. Role of the National Platforms (former NCs)

1) In each European State where there are at least 3 Full or Associate Members respectively, a National Platform should convene. The National Platform is a meeting point facilitating the coordinate between members in matters of policy and advocacy work, discussion and development of action plans and activities on issues coming under ENAR’S mandate and work plan.

2) The National Platform ensures cooperation with regard to campaigns and processes at national level linked with the European agenda of ENAR. The National Platform may take all lawful measures to that effect, in coordination with the Board and the Secretariat of ENAR.

3) The NC/NPs will be requested to delegate the technical co-ordination to one specific organisation. This organisation should be adequately equipped with IT and the commitment to serve the interests of the network.

4) The budget of each NC/Platform is discussed and agreed at each GA for the ENAR financial year. The contract signed by each co-ordination/platform is subject to conditions specified in the contract rules and obligations. Non-compliance with these conditions may disqualify the NC/NP Coordinator from receiving reimbursement.

5) The term National Coordination will be replaced by National Platform as of 1st January 2013.

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| **Proposals for amendment:**  4.2  2) The National Platform ensures cooperation with regard to campaigns and processes at national level linked with the European agenda of ENAR. The National Platform **Coordinator or the National Project** **Coordinator** may take all lawful measures to that effect, in coordination with the Board and the Secretariat of ENAR.  3) The **organisation in charge of the national projects or activities** will be requested to delegate the technical co-ordination to one specific organisation. This organisation should be adequately equipped with IT and the commitment to serve the interests of the network.  4) The budget of **the organisation in charge of the national projects or activities** is discussed and agreed at each GA for the ENAR financial year. The contract signed by **organisation** is subject to conditions specified in the contract rules and obligations. Non-compliance with these conditions may disqualify the **the organisation in charge of the national projects or activities** from receiving reimbursement. |