**17th BOARD MEETING**

**Minutes**

**Brussels, 2 - 3 December 2016**

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

**Regrets:** Intissar, Karen

**Participants ENAR Secretariat:** Michael, Claire, Myriam, Officers as relevant.

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

**Accommodation:**  Motel One/ Aloft

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| Saturday, 3 December 2016 |
| No | Matter |
| 9:00-09:30 | **Adoption of Agenda*** Karen apologises for not being able to attend.
* Add the issue of intersectionality under training.

**DECISIONS:*** **The agenda is approved.**

**Adoption of the minutes of the previous board meeting****DECISIONS:*** **The minutes are adopted.**

**Stepping down of Intissar*** As per the decision of the last Board Meeting, Amel followed up with Jamie and Intissar to inquire about their position on the Board.
* Jamie is now back on the Board.
* Intissar confirmed she would always stay as an ally, but she no longer has the time to remain on the Board and prefers to step down.
* Intissar was also representing France. Given the current situation, scoping for candidates from France would be interesting to keep the French perspective on the Board for the coming years.

**DECISIONS:*** **The Board accepts the resignation of Intissar**
* **MP/MDF: draft a letter to Intissar**
* **The Board agrees to leave the position vacant until the next GA.**
* **Board Members: scope France for potential candidates to run for election at the 2017 GA.**

**Next GA date*** Malta, Ireland are suggested.
* Rather than having the GA abroad, it might be interesting, logistically speaking, to have the Board meetings or NPC abroad. This would be an opportunity to meet organisations on the ground, give support and learn from them.

**SUGGESTION:*** **Have a “country of focus” at the GA: we could invite specific NGOs from that country to the GA and have a follow up Board meeting in that country to ensure more strategic advocacy.**

**DECISIONS:*** **The GA will take place in Brussels.**
* **Future Board meetings can take place in other countries, including budget wise.**
* **The date of the next GA is scheduled on 21-24 June 2017**
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| 09:30-10:00 | **Update on finances*** Update by Myriam.
* The EC should come back to us with questions on the working plan in January. Depending on the questions, it could take from 1 to 3 months to get the first instalment.
* The loss is about 85.000€. We have some money on the Foundation account. The Board will decide at the next meeting how much to allocate to loss reduction.
* The prospects are good for this year and next year. The issue is really the cash flow.
* The upcoming challenge for ENAR is to get ready for multi-project management. The EC is not used to working in this way with us. We don’t know how strict they will be with us. This risk must be taken into account. Accountancy will have to be very strict. Strict multi-project management is an organisational competence to develop.
* There is even more risk with the scrutiny of far-right parties: they will put pressure on the Commission.
* The Chair, on the behalf of the Board, thanks the Team for the hard work in successful project development.
* Regarding the Konkwo case in Austria: he has filed an appeal against the judge’s decision. Our lawyer has written a reply explaining why this appeal request is not legitimate. We are waiting for the judge’s final decision about allowing the proceeding of the appeal or not.

**DECISIONS:*** **The SFSC will examine the accountancy more closely to support the Secretariat in managing the risks linked to cash flow, funding, multiple projects and loss.**
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| Break |
| 10:15-11:00 | **Feedback on Strategic Meeting*** We need to be much more focused, concrete and move beyond the surface.
* It’s only for 3 years and we want to retain enough flexibility to adjust to the upcoming issues.
* The format of the meeting did not allow sufficient time to discuss some issues in more depth. We did not sufficiently explore the strength and opportunities of ENAR: maybe there are some low hanging fruits to go for. It did not really come out in the conversation.
* ***Process:***
1. All NGOs are pushed to move from awareness raising to behavioural change (including through Theories of Changes). What is it that we want to achieve? Shall we go for the small changes? But how to get a whole network to agree on a very small number of concrete steps and actions? We need success stories to empower ourselves and respond to funders’ needs.
2. The two strategic objectives that got the most grading were NOT discussed by anyone during the follow up conversation. It means we are not even clear enough about these among ourselves.
3. The in-depth analysis starts now.
4. We need small projects, but in an innovative framework.
5. We should organise Skype sessions before the GA so that members can exchange with the Team, together. It would be much more interesting and interactive than to circulate drafts. It could be done according to content clusters.
6. We could also leave out things that are important, but for which we don’t have expertise.
7. Do we choose strategic objectives because there are funding opportunities or because we understand that we can make a change in a specific area (or both)?
8. We also need to talk to stakeholders.
9. We need to cut down the workload before the consultation starts.
* ***Content:***
1. We need to reduce the number of objectives to 3 or 4, possibly also by moving some objectives to tools and transversal issues.
2. It would be worth thinking about easier ways to connect people than the Forgotten Women project which requires a very high threshold of commitment.
3. If we want to make a difference, data shows that 2nd generation women are the change makers. We need to prioritise them.
4. What are we doing on Roma? If we don’t work much on this issue, we should maybe drop it. Or be clearer on what we do, but aren’t we missing the opportunity to engage with the current momentum in European and national funding?
5. Is it ENAR’s role to look for funding opportunities for members, to support members in accessing funding?
6. We should maybe explore the way in which governments are spending EU money on Roma projects without impact.

**SUGGESTIONS:*** **Organise interactive Skype sessions for members to comment and interact with the Staff about the development of the strategic plan/objectives – cluster the conversations around topics.**

**DECISIONS:*** **MP/CF: Prepare a revised plan with revised objectives for the next Board meeting, including what could be dropped.**
* **The Board will agree on the final draft before consultation at the next Board meeting.**
* **MP/CF: devise a process with interactive sessions, focus groups, stakeholder surveys.**
* **The Board agrees to hire an external consultant to work on some elements of the process (e.g. stakeholder consultation).**
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| 11:00-12:30 | **Feedback from SFSC (Staffing and Finance Sub-Committee)*** Feedback by Wouter.
* Jamie will join the SFSC.
* The Operating Manual and work regulations will be analysed for the next meeting.
* The next meeting of the SFSC will focus on the staff salaries (level, scales, Belgian regulations). A Belgian expert will be invited to this meeting. Amel will facilitate a session with the staff on workload on 19/01/2017.
* On the harassment case by a participant at a 2014 ISD-ENAR meeting: the SFSC confirmed the previous decision of the Board (see minutes of April 2014 Board meeting). A letter will be sent to Roger Matthisen to apologise for the time gap in communicating the Board decision, but the decision remains the same: this person can no longer attend ENAR meetings to avoid re-victimisation, but the organisation can send another representative.
* Regarding Myriam’s departure, the SFSC agreed to the compulsory outplacement plan (5500€). It also agreed to restructure the HR department as follows: have a junior logistic assistant (full time), an administration officer (full time) and senior budgeting officer (part-time, who could also look at fundraising). The Administration Officer position will be opened for internal applications if someone is interested (with a recruitment process if applicable). If no suitable candidate is found internally, the job will be opened to external applications. The two other positions will be opened to external applications directly.
* Regarding Claire’s maternity leave, the management part will be taken over by Michael. On the content, we will hire one consultant to draft a toolkit on monitoring counter-terrorism policies and their impact on minorities at national level; and one consultant on PAD women. The proposal of hiring a community manager on a “training programme” for 6 months might not be the best investment (once we start developing the community, it is detrimental to stop; further, it might be problematic to have the EC accept this change in the programme as Claire is not working on social media, while she is working on the other two issues).

We could also hire a consultant to undertake an assessment of national action plans and the mainstreaming of Afrophobia and other forms of racism in these plans.* Michael announced that he is looking to move to another step in his career. Amel will work with him on an exit strategy and be prepared for different scenarios. The SFSC will also ensure that the skills and expertise of the director and deputy director complement each other. If the departure of Michael falls outside of Claire’s maternity leave, Claire has agreed to act as Director ad interim.

**DECISIONS:*** **The Board agrees to the Terms of References of the SFSC.**
* **The Board agrees to the follow up of the former 2014 harassment case (see above for details).**
* **The Board agrees to Myriam’s outplacement programme (5500€).**
* **The Board agrees to the recommendation of the SFSC on the restructuring of the HR & Finance department (see above).**
* **The Board agrees to the recommendation of the SFSC on Claire’s cover for her maternity leave, with flexibility for the Secretariat to adjust according to needs and opportunities.**
* **Julie to update the Board on the Roma transversal portfolio at the next Board meeting.**
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| 12:30-13:20 Lunch  |
| 13:20-14.00 | **Review of ToRs of committees*** See reviewed Terms of Reference document in annex.
* Allocation of the portfolios to Board Members:

Employment: *Vilana*Equality Data Collection: *Vilana*Press & Communication: *Enrique* (lead), *Claudia*Network Development: *Marcell*Community mobilising : *Amel*Migration: *Claudia* (lead), *Enrique, Laurentia*Racist crime, hate speech: *Marcell* (lead), *Laurentia*Security: *Jamie*Research: *Amel*Advocacy support (to Claire and management): *Wouter*Antigypsyism: *Laurentia*Afrophobia: *Jamie* (lead), *Karen*Antisemitism: *Amel*Islamophobia: *Marcell***DECISIONS:*** **The Board agrees on the updated version of the proposed ToRs (see annex).**
* **The Board agrees to the above list of Board Members’ allocation of portfolios to support the team.**
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| 14:00-14:30 | **Future of NPCs*** The transition from National Platforms to National Project coordinators has taken place, but it was never fully acknowledged. UK, IE, DK and SW, the last four remaining functioning national platforms, are fine with moving to this system as well.
* During the NPC meeting, it was clear that project coordinators were happy with the improvement of the system. Some highlighted the fact that ENAR put them on the radar of foundations such as OSF through the national projects.
* On time pressure for press releases, Staff should not shy away from the phone.
* The national projects have really improved in quality and impact over the last three years. Remaining weak points include horizontal reach-out to the national membership and branding of ENAR at national level.

**DECISIONS:*** **The Board agrees to remove from the statutes the National Platform Coordinators structure and the meeting linked to it. The upcoming GA will make a final decision on this.**
* **A yearly meeting of National Project Coordinators will be kept in the work programme as long as there is funding for it.**
* **MP: contact the functioning National Platforms (IE, UK, DK and SW) to inform them of the foreseen change so that we can factor in any consequences of this change for them together.**
* **The Board agrees that ENAR branding at national level is a low priority.**
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| 14:30-15:00 | **Future training Board-Staff*** IPAD in Berlin are excellent trainers on intersectionality. Jamie will make the connection.
* A Staff-Board team building session should be organised during the second half of the year after upcoming changes in the staff. A mapping of expectations of Board and staff should be done before the training to identify respective needs.
* Board training only: financial sustainability should be addressed.

**SUGGESTION:*** **Start the team building session with some reflection on the vision and mission of ENAR.**
* **Mapping of expectations and needs of the Board and Staff before the Board-Staff team building session.**

**DECISIONS:*** **The Board agrees to the training on intersectionality in 2017.**
* **MP/CF: to organise it**
* **The Board agrees to the Board-Staff team building session during the 2nd half of 2017**
* **Wouter: develop a proposal on the issue of financial sustainability to be addressed during a Board training session.**

**AOB*** Dates of the next Board meeting.
* We could go and visit countries where elections will be taking place, meet with our members to better understand their needs and engage in building solidarity.
* In case we visit a country where there are no elections, we would meet officials, high level public servants or discover good practices, specific models (e.g. the Belfast model in terms of counter-terrorism policies; citizen truth commissions).
* Marcell: Should ENAR do something specific on the case of Ahmed condemned in HU for terrorism? We have already disseminated the information.
* Marcell: EU-Russia civil society forum: how to involve ENAR? If Marcell is well positioned to impact and bridge between the two networks, he is encouraged to move ahead.
* Jamie: Should there not be quotas for the Board and the staff in view of the upcoming elections and staff changes?

**DECISIONS:*** **The next SFSC meeting will take place on 27/01/17 and the Board meeting on 28/01.**
* **The Board meeting will take place in Dublin 30/03-01/04 (including SFSC).**
* **GA: 22-24/06.**
* **Tentatively: Board meetings for the 2nd half of 2017: 15-16/09 and 01-02/12.**
* **A sixth Board Meeting could be organised to cater for the intersectionality and team building session.**
* **The Board agrees to support Ahmed in his case. Decision on action will be taken according to the unfolding of the case.**
* **The Board agrees that Marcell represents ENAR in the EU-Russia civil society forum and reports back on any relevant issue.**
* **The Board agrees that the issue of diversity quotas/targets for the new staff and Board members will be put on the agenda of the SFSC.**
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