



European Network Against Racism  
Réseau européen contre le racisme  
Europäisches Netz gegen Rassismus

**ENAR**  
**Operating Work Programme**  
**May–December 2007**

**Community programme for  
employment and social solidarity**  
**Call for proposals VP/2006/019**

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## Introduction

Since the establishment of the European Network against Racism (ENAR) in 1998 the face of European anti-racism has changed dramatically. Europe has developed a legal framework for protection against discrimination and has initiated action in the area of racism as a crime. The enhancement of protections of fundamental rights provides a broad framework for addressing the needs of ethnic and religious minority communities.

Despite these positive developments, as demonstrated by ENAR's Shadow Reports 2005, racism and discrimination continue to be persistently experienced by ethnic and religious minority groups across the European Union.

In this context, the need for an active and collective NGO voice in Europe remains essential. Consequently ENAR has a critical role to play in working with the EU institutions to take further action to promote anti-racism, as well as in monitoring European developments to ensure that they do not undermine fundamental rights.

ENAR can look back with pride on its achievements over the last nine years. Not least, its ongoing drive to organise the anti-racist NGO community and become a vibrant advocate of civil society in the fight against racism and xenophobia. ENAR, a network of 500 NGOs across the 25 EU Member States, is now in the process of envisioning the future role of the anti-racist movement in building a citizens' Europe free from discrimination and racism. ENAR is currently reflecting on its strategy for 2007-2010, which should be adopted in April 2007.

This work plan, which covers the period between May and December 2007, is divided into two main parts. The first part presents an overview of ENAR's ambitions and priorities for the coming period. It places the objectives for 2007 in the context of ENAR's emerging strategic goals, and outlines the new emerging organisational model, which envisages ENAR moving to a more integrated work practice. The second part provides a detailed introduction to the key objectives of the network for the period under consideration. These objectives are consistent with the emerging strategic framework and address: (1) combating discrimination and promoting social inclusion; (2) promoting the development of progressive migration policies; (3) increasing recognition of anti-racism in equality and fundamental rights strategies; and (4) enhancing the capacity of the network to deliver its mission and programme activities. Section 5 of the proposed work plan, which considers enhancing the capacity of the Network, provides an assessment of human and financial resource objectives. Each objective of the work plan is considered in the context of the integrated organisational model, and objectives are articulated in light of the range of activities that will be employed to meet the objective in question.

## **PART I: A presentation of ENAR**

The European Network Against Racism (ENAR) is an EU-wide network of organisations working to combat racism. ENAR promotes the cause of anti-racism and equal treatment for ethnic minorities and non-EU nationals residing in the EU. The network has a central role to play in voicing the concerns of its members as well as in influencing decision-making based on the legal tools available, or to be developed, with the aim to eliminate racial discrimination in the short, medium and long term. ENAR is committed to the fight against all forms of racism and racial discrimination and to the promotion of equality.

### ***ENAR's vision and mission***

ENAR's vision is of a Europe without racism, where each individual has an equal opportunity to participate in society. It believes that the coordinated cooperation of NGOs contributes significantly to the fight against ethnic and religious discrimination across the European Union.

ENAR's mission is to foster a collective civil society voice and to influence decision-making in the EU in order to:

- Redress the negative consequences of discrimination based on colour, ethnicity, national origin, religion or culture
- Promote diversity and create the conditions for equal participation in a community characterised by a plurality of values

### ***ENAR strategic planning process, 2007-2010***

In order to inform the development of its strategic plan 2007-2010, a structured process was put in place in the first half of 2006, allowing the network to reflect on its achievements, strengths and weaknesses with a view to clarifying its purpose, defining its policy orientations and organisational goals.

From the outset the development of the strategic plan and content was framed around the principles of participation and consultation. The participation occurred through a membership survey and a structured involvement of the governance bodies of the network and the secretariat.

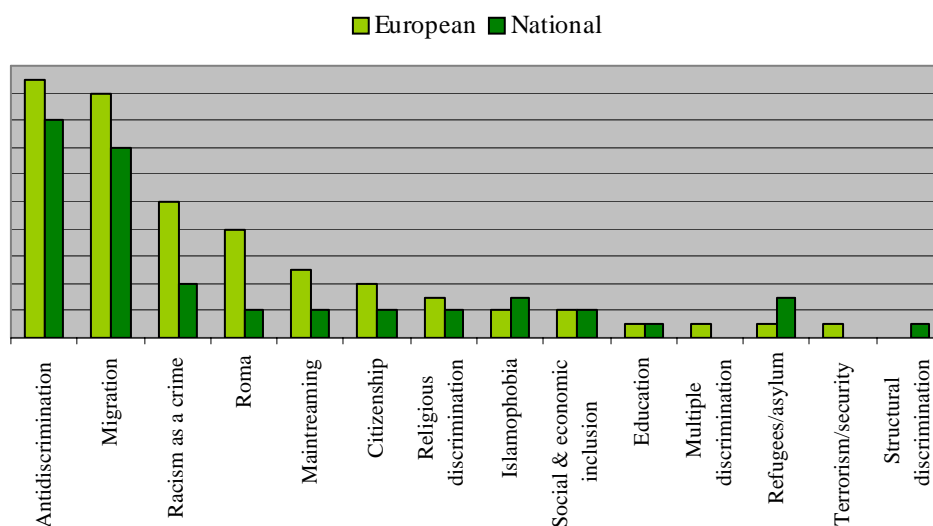
This process was characterized by the following key activities:

- A membership survey to assess members' needs and desires under the 2006-2007 workplan
- An environmental scan using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This was a process of thorough examination of both the internal status of the organization and the external environment in which ENAR was involved
- Two meetings involving the Bureau, Policy and Lobbying Committee and the Secretariat to assess the challenges facing the organisation
- Discussions at the ENAR 24<sup>th</sup> Board meeting in September 2006

## Membership survey

In the first half of 2006 ENAR contracted an external consultant to conduct a membership survey. The survey demonstrated great diversity amongst ENAR members, and particularly in the policy area highlighted the multiplicity of priorities, which ENAR members have at both the national and European levels. The survey asked respondents to identify the two highest priority policy issues at both national and European level; this was an open question: respondents were free to raise any issue. Unsurprisingly there was a high degree of convergence between the two sets of priorities, though the results did highlight differences in emphasis. Figure 1 contains a summary of both questions in order of priority. These priorities are weighted by the number of responses which highlighted the issues.

**Figure 1: Overview of policy priorities of ENAR member in the national and European contexts (Membership Survey, 2006)**



The membership survey clearly demonstrates that the three key priorities for ENAR members at both the European and national levels are: (1) anti-discrimination (including employment); (2) migration (including integration); and (3) racism as a crime. The results demonstrate that ENAR members identify an added value in adopting a European approach to specific issues. In areas such as racism as a crime, Roma and mainstreaming greater emphasis is placed on the European context, with these issues being identified as less of a priority at national level. Similarly there are issues, which are priorities at a national level, but are not given the same importance in the European context.

## **Emerging strategic objectives**

As of November 2006 four preliminary goals and objectives have emerged during the strategic planning process.

### **STRATEGIC GOAL 1 Combat discrimination and redress disadvantage**

ENAR's strategic objective is to enhance the fight against discrimination in Europe and promote the social and labour market inclusion of ethnic and religious minorities

### **STRATEGIC GOAL 2 Promote the development of progressive migration policies**

ENAR's strategic objective is to promote the rights of third country nationals and to ensure that the migration policies and practices do not undermine ENAR's vision

### **STRATEGIC GOAL 3 Increase recognition of anti-racism in equality and fundamental rights**

ENAR's strategic objective is to ensure that the specific focus on racism and its different forms is a core aspect of single equality and fundamental rights strategies

### **STRATEGIC GOAL 4 Enhance the capacity of the network to deliver its mission and strategy**

ENAR's strategic objective is to develop the skills of its membership, ensure sound governance practices and management systems to achieve its advocacy and campaign objectives and build the sustainability of the organisation in the medium to long term.

In fulfilling its mission, ENAR will ensure that its activities respond to the needs of all communities that experience racism in Europe. Racism is experienced in many different forms, including: colour racism; racism against Roma, Sinti and Traveller communities, Islamophobia and anti-Semitism.

## **ENAR's stakeholders**

As a European network, ENAR is committed to responding to the needs and activities of all its key stakeholders. ENAR has three broad groups of stakeholders: (1) membership and civil society organisations; (2) European Union institutions, and (3) the broader human rights community.

First and foremost, ENAR's key stakeholders are the members of its network. As a network of civil society organisations working across a broad range of areas, which are all concerned with combating racism in the European Union, ENAR's first responsibility is to express the concerns and address the needs of the members of the network.

Secondly ENAR works closely with European Union institutions to promote the fight against discrimination and racism. These institutions include the European Council, the European Commission, the European Parliament, the Economic and Social Committee, the Committee of the Regions and other key EU agencies and actors, including the future European fundamental rights agency (currently the European Union Monitoring Centre on Racism and Xenophobia).

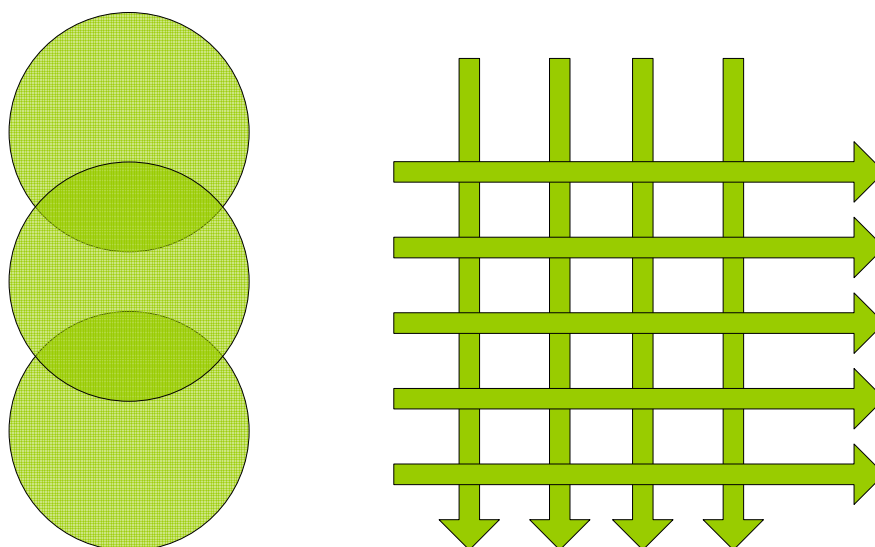
Finally, racism is a pervasive and far-reaching problem, in its efforts to address this problem at a European level it is necessary for ENAR to work closely with broader civil society, including the trade union movement, and within the international human rights framework.

## Towards an “integrated approach”

The development of the new strategic plan for ENAR was an occasion for the network to take stock of its model of operation and reflect on how the organisational functioning of ENAR could be more integrated. Up to now, ENAR’s implied model of operation, has not integrated policy and network development. Often activities in each sphere are undertaken in isolation from developments in other programme areas, hence for example capacity building initiatives have not always been explicitly linked to campaigning goals. In the future, it is being considered that the full network development potential should be informed by the core objectives of the organisation. Figure 1 illustrates the development of ENAR’s operational model, from the existing model to an integrated framework.

Under the new model ENAR will coordinate the diversity of its activities in order to enhance its capacity to meet the networks objectives. For example in pursuing an objective of increased data collection in the European Union ENAR could undertake capacity building initiatives with its member, national lobbying, public awareness, as well as direct EU advocacy.

**Figure 2: A changing operational model for ENAR, from a product focused to an integrated outcome focused approach.**



## PART II: ENAR Work programme 2007

This work programme covers the period from May to December 2007 and is submitted in response to the Community programme for employment and social solidarity. It builds on the emerging strategic orientations that will inform the network for the period 2007-2010 and for which a structured process is currently underway. This second three-year strategic plan will be adopted at ENAR's strategic congress, which will take place from 20-22 April 2007, in Berlin.

This work programme outlines key activities during 2007 for the structures of the network and its partners, including:

- National/EU co-ordinations
- Board
- Bureau
- Board working groups
- Secretariat

During this work programme, ENAR will start implementing the objectives linked to the new preliminary strategic orientations 2007-2010. In implementing its policy priorities ENAR will aim to be responsive to both current and new developments, while maintaining its commitment to agenda-setting and forward-looking policies. Consequently it is inevitable that ENAR will engage in essential policy activities which have not been envisaged in detail in this work programme, but which will contribute to implementing the strategic objectives of the network.

This work programme is divided into five main sections, reflecting the objectives and strategic priorities for the network described above. Sections 1 to 4 outline the objectives for the current work programme in the context of the emerging strategic goals discussed in part 1: (1) combating discrimination and promoting social inclusion; (2) promoting the development of progressive migration policies; (3) increasing recognition of anti-racism in equality and fundamental rights strategies; and (4) enhancing the capacity of the network to deliver its mission and programme activities.

The proposed "integrated approach" organisational model underpins these activities, with five components considered when relevant under each strand identified. These activity strands are: (1) information and awareness; (2) campaigning; (3) advocacy and lobbying; (4) network reflection, and (5) capacity building. Given the time restrictions of this proposed work programme some of the activities identified will inform, and be continued under, the next work programme (2008). Section 5 and 6 of the work programme details objectives relating to human and financial resources that will enable to network to contribute to the realisation of its strategic goals in 2007.

## **1. Combat discrimination and promoting inclusion of ethnic and religious minorities**

ENAR's national and European shadow reports in 2005 demonstrated that discrimination continues to manifest across a range of social sectors including employment and labour market participation, education, health, housing and accommodation, access to goods and services, and criminal justice. ENAR will continue to support the implementation of the EU's strategy on non-discrimination and equal opportunities for all by building the capacity of its membership to address discrimination while promoting ways to ensure social inclusion of ethnic minorities. The orientations adopted by ENAR for combating discrimination and promoting social inclusion will be informed by the European Commission's Social Agenda (2005-2010) for modernising Europe's social model under the revamped Lisbon Strategy for growth and jobs. The Social Agenda has two key priorities, (i) employment and (ii) fighting poverty and promoting equal opportunities

**ENAR objective 1** - ENAR will contribute to the realisation of the social policy agenda (2005-2010) in particular the enhancement of EU's anti-discrimination protections within the context of the implementation of the Framework Strategy for equal opportunities and the EU's strategy on social inclusion. It will also seek to establish policy linkages between racial discrimination and racial violence and address the question of racial and ethnic profiling as one of the emerging forms of institutional discrimination.

During 2007, ENAR will continue to provide support to the European Commission's communication: Non discrimination and equal opportunities for all - a framework strategy (June 2005) by:

- Ensuring effective implementation of legal protections against discrimination
- Raising awareness, participating and evaluating the European Year of Equal Opportunities 2007
- Supporting the High Level Advisory Group on economic and social inclusion of disadvantaged ethnic minorities
- Mainstreaming non-discrimination and equal opportunities for all

### **1.1 Towards the full transposition of the Article 13 Directives**

The experience of ENAR members demonstrates that while the Equality Directives offer a high level of protection, the quality of the transposition and implementation remains problematic in most EU Member States and has demonstrated gaps in the overall legal framework for the protection against racial discrimination. ENAR's Shadow Report for 2005 attributed, in part, the failure of Member States to realise the potential of the directives as a lack of political will. There is an emerging view that the contemporary political environment is not what it was five years ago. However the ENAR Shadow Report concluded that: "The 'Race Directive' has made a very significant impact on the overall picture with regard to anti-discrimination across Europe".

In view of that situation, it remains necessary to advocate for the full and effective implementation of the directives.

Following on recent activities to promote strategic litigation under the 'Race Directive' ENAR will facilitate a discussion in autumn 2007 with key partners in order to assess the continuing and emerging needs of civil society. The meeting will specifically consider the impact of SOLID<sup>1</sup> one-year after its completion and consider future strategies in this area.

**Action points**

Meeting with key partners on the SOLID project impact and follow up

**Actors**

Secretariat, National Coordinations and other partner NGOs

**1.2 The European Year of Equal Opportunities for All 2007**

As part of its support to the implementation of the Framework Strategy on Equal Opportunities, ENAR will engage its members to participate directly in the 2007 European Year for Equal Opportunities. It will disseminate the various research studies carried out by the European Commission during the year. Building on the 20 round tables organised by its coordinations in 2006, ENAR will assess the results and outcomes of the Year with the view to identifying the way forward and establish bridges of learning and action with the European year of Intercultural Dialogue 2008.

**1.2.1 Network reflection**

A structured discussion on the European Year of Equal Opportunities 2007 will be taking place during the 25th Board meeting.

**Action points**

Structured discussion at the 25th board meeting on the European Year of Equal Opportunities 2007

**Actors**

National Coordinations, Secretariat, Board

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<sup>1</sup> The SOLID (Strategies on Litigation Tackling Discrimination in EU countries) project in which ENAR was a partner was funded by the Community Action Programme to Combat Discrimination during the period 2004-2006. It aimed at the achievement of effective transposition and implementation of the Race Equality and Framework Directives through empowerment, capacity building and partnership, promoting equality for ethnic and racial minority groups across the European Union. Further details can be found at <http://www.solid-eu.org/>

### **1.3 Institutional discrimination and positive action**

In the context of its assessment of the equality directives in 2005 and 2006, ENAR has drawn particular attention to the failure to mandate positive action. The question of institutional racism remains one of the most pervasive forms of racial discrimination and fails to be addressed in a consistent manner. ENAR considers that positive action is a transversal issue that is a concern across a wide range of policy areas. Under this proposed work plan, ENAR will concentrate on this topic as a priority. Building on existing awareness work on institutional discrimination during the work programme 2006-2007, and the European Commission's conference on positive action planned in 2007, ENAR will engage the network in a series of activities at European level (2007) and national level (2008) aimed promoting action in this area. In 2007, the network activities will be centred on providing the network members with information and a policy space for reflection on what positive action entails and covers. This process will inform the campaigning actions the network will put in operation in 2008.

#### **1.3.1 Network reflection and exchange**

With the view to clarifying the processes and conceptual approaches to combating institutional discrimination and developing positive action strategies nationally ENAR will organise a thematic discussion for General Assembly members on this subject before the 6th General Assembly in December 2007.

#### **1.3.2 Information and awareness**

ENAR will allocate information resources to building awareness of the members on the issue of positive action.

#### **1.3.3 Advocacy and coalition building**

ENAR will cooperate with the Anti-racism and Diversity Intergroup of the European Parliament to organise a special session on positive action. ENAR will continue to explore strategies to enhance the European debate with its sister anti-discrimination networks in the context of the informal multiple discrimination working group.

#### **1.3.4 Campaigning at national level (2008)**

In 2007 ENAR will prepare the ground for national round tables organised by its membership in 2008. For this particular work programme a campaign action plan will be developed for the potential further implementation of ENAR national round tables.

#### **Action points**

Campaigning action plan on ENAR national round tables  
Extended fact sheet on positive action  
Thematic seminar on positive action for GA members  
EP Intergroup session on positive action

#### **Actors**

National Coordinations, Secretariat

#### **1.4 Enhance strategies to respond to multiple discrimination**

During this work programme, ENAR will continue its networking contacts with the other anti-discrimination umbrella networks with the view to enhancing the conceptual understanding of the issue of multiple discrimination and build capacity of the network on the question of multiple discrimination. ENAR will participate in joint activities with its sister networks, in the context of the informal working group on multiple discrimination. In particular it is envisaged that ENAR will cooperate with the European Youth Forum on an event on multiple discrimination, and that ENAR members will participate directly in this meeting.

##### **Action points**

Multiple discrimination working group  
Participate in events organised by other anti-discrimination networks

##### **Actors**

National Coordinations, Secretariat

#### **1.5 High-level advisory group on economic and social inclusion**

In order to support policy developments in the fight against social exclusion and discrimination faced by disadvantaged minority groups, the Commission established in 2005 a high-level advisory group on the social and labour market integration of disadvantaged ethnic minorities. ENAR will continue to contribute directly to the work of the group through its Chair, who has been invited to participate in it. ENAR will provide its membership with information and updates regarding the activities of the advisory group. It will communicate to the advisory group the results of the ENAR ad hoc expert group recommendations developed during ENAR's workplan 2006-2007.

#### **1.6 EU social inclusion agenda (2007-2008)**

The experience of ENAR members shows that the implementation of the principle of non-discrimination needs to be promoted and anchored through a holistic approach tackling equality, disadvantage and social exclusion. As highlighted by the Commission's framework strategy on non-discrimination and equal opportunities for all, the combination of various EU instruments is necessary to achieve equal opportunities. The EU Open Method of Coordination on social inclusion is a core tool enabling civil society to ensure that poverty and exclusion experienced by ethnic and religious minorities, and immigrants can be given specific attention.

Building on ENAR's engagement with the Open Method of Coordination to date (under the work programme 2006 - 2007) it will build the capacity of its members to engage in structured interaction with EU Member States on the use of the Open Method of Coordination on social inclusion.

### 1.6.1 Capacity building

ENAR will organise a two-day seminar designed to make its membership more aware of the functioning of the Open Method of Coordination. The programme will build on successful best practices of ENAR members with a view to promoting direct involvement in the generation of the National Action Plans in 2008.

### 1.6.2 Advocacy and coalition building

The network will seek to participate in the 2007 European Round Table on social inclusion and to the peer review mechanisms that should take place under PROGRESS.

#### **Action points**

Training seminar on the OMC on social inclusion

#### **Actors**

National Coordinations, Secretariat, Policy and Lobbying Committee

## **1.7 Links between discrimination and racial violence (2007-2008)**

Europe continues to experience problems of hate crimes and violence perpetrated against religious and ethnic based minorities within the European Union. As evidenced by ENAR shadow reports for 2005 and various reports of the EUMC, the manifestations of racial violence are difficult to quantify as official data collection on racist violence in many EU countries is non-existent or requires further development. Under-recording and denial of the existence of racist crime is still common practice.

The failure of EU Member States to agree the Framework Decision on combating racism and xenophobia under the Luxembourg presidency demonstrates a lack of political will to overcome complications in the negotiation of this instrument and to present a united front to combat the phenomenon of racist hate crimes. The question of appropriate legal measures at European level is also complemented by the difficulties encountered in a lot of Member States to effectively enforce legislation against racism at national level. In 2006, the Austria presidency continued informal consultations on the framework decision in which ENAR participated and it is expected that the German presidency in 2007 might give further attention to the subject. In its 2006-2007 workplan, ENAR conveyed its intention to conduct a thorough reflection on the issue relying on three main strands:

- Carrying out awareness raising ground work on the issue of hate crime and the problem it represents across the EU Member States
- Highlighting the experiences and perspectives of victims of racism and the organisations that represent them
- Exploring further why existing national laws do not meet the needs of victims and reflecting on the way forward at European level from a policy making perspective

In line with its medium term priorities, the focus of ENAR during the 2007 work programme will be to continue to build awareness on the issue by bringing the perspective of victims to the forefront of the debate and raising awareness on the necessity of the development of legal measures to combat hate crime and violence on the grounds of ethnic origin or religion on the EU level.

#### 1.7.1 Information and awareness

During this work programme, ENAR will start reflecting on the guidelines for producing a booklet of testimonies of victims of racial violence in the 27 EU Member States. Building on this preparatory phase the booklet will be produced under the ENAR work programme 2008.

#### 1.7.2 Capacity building

During this work programme, the network will consult its members with the view to develop a training programme carried out during 2008 on the practices of support to victims across the 27 EU Member States.

#### 1.7.3 Advocacy and lobbying

Contingent upon political developments that might occur during the German presidency in 2007, the network will continue its advocacy efforts related to the need for a European instrument through the proposed framework decision on combating racism as a crime.

#### **Action points**

Testimony booklet guidelines and consultation with members

#### **Actors**

National Coordinations, Secretariat

### **1.8 Racial Profiling**

The ENAR Shadow Report 2005 revealed that racial profiling is evident in the work of the police in nearly all countries in Europe and is based on police stereotypes which might be described as associating ethnic and religious minority groups with terrorism, drug dealing and irregular migration. The involvement of police in immigration matters and increased powers in this regard are of particular concern, as racial profiling has been identified as a clear outcome of this situation. Groups that appear to be the main targets of racial profiling include Muslims, Roma, and youths from ethnic and religious minority groups.

#### 1.8.1 Advocacy and lobbying

During this work programme, ENAR will continue to work with the Open Society Justice Initiative in relation to the question of ethnic profiling, and cooperate on: (a) information exchange and consultation on potential advocacy issues; (b) joint actions to bring ethnic profiling to the attention of national and regional policy actors and into public debates; and (c) where desired, technical assistance and capacity-building support for initiatives and research by ENAR and its members.

## **2. Promote the development of progressive migration policies**

In recent years the debate on migration in Europe has come to the fore of public and policy discourses. In its 2006 membership survey ENAR members identified the broad area of migration policy in Europe, as a central concern of the fight against racism. The EU has developed a broad agenda in the field of migration policy ranging from the adoption of the long-term residence and family reunification directives, to developments in the field of asylum and control of 'illegal migration'. Many of these developments are restrictive and have the potential to undermine the rights of third country nationals.

The debate in Europe is often confused and complex. There is conflation of categories in the public discourse, which regularly confuses ethnic minorities and migrants, as well as the various types of migrants in Europe. Third country nationals may have different needs depending on whether they have come to Europe through family reunification, 'legal' migration channels, as refugees or asylum seekers, or as undocumented workers. However they are united in their experiences of racism and discrimination across the European Union.

European and national policy discourse and legislative action can create the conditions where discrimination against third country nationals is considered not only acceptable but necessary. While some decision makers recognise that migration is a welcome and necessary development, the populist discourse is dominated by anti-immigrant and xenophobic sentiment. In its extreme form this discourse is expressed in the emergence of far right political movements in many European countries.

The Bureau of European Policy Advisers (BEPA)<sup>2</sup>, of the European Commission's recently published a report on *Migration and Public Perception*. The report underscores how public opinion regarding migration varies throughout the EU member states, but that overall public perception of the phenomenon is overwhelmingly negative. This is due, the EC experts argue, to the media and politicians pandering to citizens' fears and to the lack of reliable statistics on the subject. However this phenomenon is not being adequately addressed; the study concludes that across Europe "the root causes of negative perceptions remain untouched". In 2005 the EUMC published a report on *Majorities' Attitudes Towards Minorities*. This study documented worrying trends in majority resistance to diversity, it concludes that half of Europeans express resistance to immigrants, while 10 per cent favour more extreme policies such as repatriation of legally resident migrants (a view which is increasing).

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<sup>2</sup> The Bureau of European Policy Advisers (BEPA) is a Directorate General of the European Commission that reports directly to the President of the Commission. BEPA provides advice to the President and the members of the Commission and formulates recommendations on issues regarding the policy of the EU.

Consequently, there is an urgent need to reconcile the discourse on migration and integration with the principles of non-discrimination and the positive benefits of diversity.

**ENAR objective 2** - The network will follow developments in the area of migration with the aim of securing fair treatment and protection of the rights of third country nationals, and highlighting the positive benefits of diversity.

## **2.1 Migration - changing the discourse**

ENAR will start the conceptual preparations for a thematic policy seminar, which will take place in 2008 and focus on the images and the public discourse related to migration and diversity in the European Union, addressing the ways by which a positive narrative could be developed.

### **2.1.1 Information and awareness**

A special issue of ENARgy will be devoted to dealing with the topic of migration and diversity discourse and perceptions within the EU.

### **2.2.2 Network reflection**

ENAR will start working on the development of the conceptual framework for the 2008 conference.

### **2.2.3 Advocacy and lobbying**

ENAR will promote its third general policy paper on the rights of third country nationals.

#### **Action points**

ENARgy on migration and diversity  
Conceptual framework for the 2008 conference

#### **Actors**

National Coordinations, Secretariat, Policy and Lobbying Committee

### **3. Increase recognition of anti-racism in equality and fundamental rights strategies**

Freedom from racism is one of the most widely recognised human rights, and ENAR is concerned to ensure that approaches to securing protection of fundamental rights in the European Union include a strong focus on the fight against racism. In addition international human rights standards should be employed in order to enhance existing protections in the European Union. Instruments such as Protocol 12 of the European Convention on Human Rights, the International Convention on the Elimination of all forms of Racial Discrimination, and the International Convention on the Protection of Rights of All Migrant Workers and Members of Their Families, will continue to make a significant contribution to the European debate. In May 2005 the European Commission launched a five-year action plan for freedom, Justice and Security. The plan identified ten priority areas including:

- Ensuring the full development of policies enhancing citizenship, monitoring and promoting respect for fundamental rights
- Focusing on different aspects of prevention, preparedness and response in order to further enhance, and where necessary complement, Member States capabilities to fight terrorism

During this work programme, ENAR will continue to ensure that in the context of the move toward a single equality framework, anti-racism is not undermined. It will promote the mainstreaming of anti-racism and equal treatment across European public policies.

**ENAR objective 3** - to ensure that the specific focus on racism and its different forms is a core aspect of single equality and fundamental rights strategies.

#### **3.1 Mainstreaming equality and anti-discrimination**

ENAR is committed to developing the practice of mainstreaming and to this end will adopt a thematic approach. ENAR will use the opportunity of the European Commission study on mainstreaming to promote a pragmatic response in certain target areas.

##### **3.1.1 Education and European Year of Intercultural Dialogue 2008**

ENAR will use its publication on education produced during its 2006-2007 work programme to promote its views and recommendations with Directorate General Education and Culture in particular in context of the 2010 Education and Training strategy. It will also seek to mainstream the centrality of anti-racism and non-discrimination in the concepts and activities surrounding the European Year of Intercultural dialogue 2008. During this Work Programme, ENAR will continue to participate and contribute to the debates surrounding the implementation of the European Year of Intercultural Dialogue and will

seek to involve its membership, notably by reflecting on the cross-fertilisation of ENAR members' best practices in the area during 2008.

#### 3.1.1.1 Advocacy and coalition building

ENAR will ensure that its views on education and the European Year of Intercultural dialogue 2008 are disseminated among the EU institutions and other key stakeholders.

### 3.2 Guarding the focus on racism in fundamental rights policy

During this work programme, ENAR will monitor the implementation of the Hague Programme in line with the particular concerns of the network. ENAR will seek to ensure that the right to freedom from racial discrimination is enhanced through the EU's fundamental rights structures, and by drawing on international human rights protections.

ENAR will continue to ensure that if the new European fundamental rights agency is operational from 2007, a structured and productive relationship with civil society is cultivated and ensure the anti-racist dimension is adequately serviced and resourced.

During the 2006-2007 work programme period ENAR raised awareness on the impact of counter-terrorism measures on fundamental rights, and in particular on efforts to combat racism and discrimination. During this work programme, ENAR will continue to build on existing initiatives in order to enhance the capacity of the network to respond to further developments in this area. ENAR will finalize the adoption by the network of its general policy position on counter terrorism measures (developed during the work programme 2006-2007) and ensure that its views are disseminated among the EU institutions and other key stakeholders.

#### **Actions**

General Policy Paper on counter-terrorism

#### **Actors**

Secretariat, Policy and Lobbying Committee, Board, National Coordinations

### 3.3 Monitoring trends in anti-racism: ENAR shadow reports 2007

Over the last four years, ENAR shadow reports have brought together facts and developments from across the European Union on matters pertaining to racism and anti-racism. The ENAR shadow reports bring an NGO alternative perspective on racism, they have become a major and recurrent tool of the network for communication and advocacy purposes. The evaluation of the 2005 shadow report has demonstrated the importance of this monitoring tool, which needs for further development:

- Quality control guidelines need to be further enhanced from the content point of view
- More human resources are needed to ensure a thorough quality control process

- Media communication should be improved at national level for the national shadow reports

During the 2006-2007 work programme, ENAR was not in a position to produce shadow reports for 2006. During the 2007 work programme, ENAR will start reflecting on the format and content of its next shadow report covering 2007 and which will be produced in 2008. It will in particular work on the improvement of quality control mechanisms into place. A specific meeting gathering selected members of the network will take place to enhance the process.

#### **Action points**

European meeting on the shadow reports

#### **Actors**

National Coordinations, Secretariat, Policy and Lobbying Committee

## ***4. Mechanisms of networking and horizontal activities***

### **4.1 EU institutions and agencies**

As a European network, ENAR is committed to responding to the needs and activities of all its key stakeholders. ENAR has three broad groups of stakeholders: (1) membership and civil society organisations; (2) European Union institutions, and (3) the broader human rights community. In implementing its vision of a world free from racism, ENAR is committed to building on existing links and contacts. Under this work programme, ENAR will strengthen cooperation with the European institutions, other inter-governmental stakeholders and the NGO community with a view to advancing the network's political agenda.

#### **4.4.1 European Commission**

The Directorate General Employment, Social Affairs and Equal Opportunities is a key stakeholder for ENAR. During the coming period, ENAR will continue to develop a positive working relationship with the Directorate General's Anti-Discrimination Unit in line with the implementation of the EU Framework Strategy for non-discrimination and equal opportunities. ENAR will also invest in developing relations with the Social Inclusion Unit. ENAR will also:

- Develop working relationships with the Directorate General Freedom, Security and Justice and Directorate General Education, Training, Culture and Multilingualism, in line with the preparation of the European Year for intercultural education 2008
- Develop other links as appropriate in implementing its objectives with regard to mainstreaming equality and anti-racism

#### **4.4.2 European Parliament**

The Intergroup on Anti-Racism and Diversity will be a particular area of activity for ENAR under this work programme. However these activities will be

enhanced by targeted approaches to other Parliament actors, including developing relations with the major political groups and enhancing cooperation with relevant European Parliament committees and rapporteurs.

**Actions**

2 meetings of the Intergroup

**Actors**

National Coordinations, Secretariat

#### 4.4.3 Other institutional actors

ENAR will seek to enhance its relations with other key EU institutions and agencies including:

- European fundamental rights agency: ENAR will continue to build on structural links and cooperation with the EUMC to become the new European Agency for Fundamental Rights
- Committee of the Regions, and European Economic and Social Committee

#### 4.4.4 Presidencies (Germany, Portugal, Slovenia)

ENAR will continue to establish strong working relationships in this work programme with the presidencies of the EU, in order to shape the policy agenda. It is suggested that ENAR meet at least twice with each Presidency, either in Brussels in connection with the permanent representation of the country, or in the country itself with representatives of the relevant ministries, to steer the Presidency political agenda on issues of relevance to the work network. A memorandum will be published for each presidency.

**Actions**

Memorandum to the Portuguese presidency

**Actors**

Secretariat, Policy and Lobbying Committee

#### 4.4.5 Other international and regional stakeholders

During this Work Programme, ENAR will:

- Enhance cooperation with the Council of Europe (CoE) and the Organisation for Security and Cooperation in Europe (OSCE);
- Stimulate cooperation with sister organisations (AGE, ILGA, EDF, and the Social Platform), and other civil society actors
- Build on contacts with other organisation working in the fields of anti-racism and human rights, in particular ERIO and Amnesty International.
- Encourage cooperation and dialogue with the European Foundation Centre and the Network of European foundations (NEF)
- Build links with the international trade union movement, including the European Trade Union Confederation
- Structure cooperation with the Coalition of Cities against Racism

## **5. Enhance the capacity of the network to deliver its mission and work programme**

ENAR is a membership organisation and is concerned to promote efficient interaction with its members. Only with smooth decision-making procedures and the full support and cooperation of its members can the network develop its operational capacity. Fostering better participation of National Coordinations within ENAR and enhancing capacity building to achieve the work programme's policy objectives is central to the strategy of the organisation.

**ENAR objective 4** - to develop the skills of its membership, ensure sound governance practices and management systems to achieve its advocacy and campaign objectives and build the sustainability of the organisation in the medium- long term.

During the work programme period, ENAR will give priority to the capacity building and engagement of its membership with the following objectives:

- Fully integrate new coordinations within the network
- Continue to provide capacity building tools on European affairs relevant to the fight against racial discrimination
- Enhance the capacity of members to engage in campaigning projects

As revealed by the membership survey conducted by the network in 2006, the need for capacity building is still very strong, with regional variations; it ranges from improving the knowledge of the European Union and subsequent programmes and policies to strategic planning, working in solidarity with other civil society organisations, fundraising and project management. Better cross fertilisation and peer exchanges have also emerged as important to the healthy functioning of the network.

### **5.1 Integration of Romania and Bulgaria**

An important task will be for the network to assist with the development of ENAR coordinations in Romanian and Bulgarian. This will require support and communication exchange between the secretariat and the network's new members. The new Coordinations should be familiarised with the statutory functioning of the network and with its strategic orientations and activities.

### **5.2 Increasing awareness of EU developments**

ENAR will continue to improve the knowledge of coordinations of EU policy developments and their national effects. For that purpose a series of communication tools is available. When possible members of the secretariat will attend meetings of national coordinations. Regular policy updates will be prepared by the secretariat in line with the policy priorities identified by the network.

**Actions**

Attendance of secretariat staff to National Coordination meetings  
Policy updates

**Actors**

Secretariat

**5.2.1 Capacity building**

ENAR will continue to provide capacity building training seminars on issues that are central to the performance of the network, in order to enhance the skills, knowledge and capacity of ENAR's members. One training programme is proposed on the subject of social inclusion (see also section 1.6)

**Actions**

Training seminar on social inclusion

**Actors**

National Coordinations, Secretariat

**5.3 Engaging ENAR members in the activities of the network**

In 2006, the creation of a campaign and networking position gave a strategic push to encouraging the bottom-up approach in the work of ENAR. Structured interactive communication is the key to building ownership and participation of members. During 2007, the Campaigns and Networking Officer will give priority to the strengthening the capacity of members in campaigning operations. A campaigning fact sheet for national coordinations will be developed.

**Actions**

A fact sheet on successful campaigning

**Actors**

National Coordinations, Secretariat

**5.4 Stimulating peer learning and cross fertilisation**

The membership survey has revealed the need to create more space for cross-fertilisation between members. During this work programme, the principle of peer learning study visits between National Coordinations will be tested. A small budget will be available within the ENAR budget to enable Coordinations to develop bilateral or trilateral links. Specific initiatives proposed by Coordinations will be subject to approval by the Bureau. A report will have to be submitted to the bureau after the activity has taken place.

**Actions**

Specific national coordination exchange projects

**Actors**

National Coordinations, Bureau

## 5.5 Enhancing decision making and democratic participation

During the 2007 work programme the network will continue to ensure the functioning of its statutory bodies and mechanisms of governance, including an update of the operational manual of the network. ENAR is governed by statutory bodies, which are:

- The Strategic Congress (every three years)
- The National Coordinations
- The European Coordination
- The General Assembly
- The Management Board
- The Bureau

From a statutory point of view, the period will coincide with the end of the three years mandate of ENAR board, bureau and GA. Consequently a new board, bureau and GA will be appointed. As the designation of board and GA members are made by the National Coordinations of ENAR, elections will be held in the National Coordinations of ENAR.

### 5.5.1 Board and GA

ENAR will organise one Board Meeting and one General Assembly. The proposed dates for the meetings, subject to final approval are:

- 25th Board meeting, 27-29 September 2007
- 6th General Assembly, 8 December 2007\*

### 5.5.2 Working groups operating within the Board of ENAR

Two working groups are currently operating: the Staffing Group and the Policy and Lobbying Committee (PLC).

The Staffing Group is responsible for conducting recruitment processes, including short-listing and interviews, for permanent staff. It consults and assists the Director in staffing matters and in conflict situations within the team as well as on issues related to equal opportunities (See the grievance procedure in Annex I and equal opportunities policy in Annex III). The group undertakes the appraisal of the Director on an annual basis. Appraisal documents of other staff members will be shared with the Staffing Group.

The PLC has been entrusted with two main functions: (1) assist in the development of policy positions, responses and proposals on key issues arising in the areas of interest for ENAR and contribute to the strategic development of ENAR's policy work; (2) develop lobbying strategies for the network.

Resources will be allocated to enable the two working groups to meet twice during this work programme.

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\* Combined with the thematic Round Table on positive action

### 5.5.3 Bureau

The Bureau is responsible for monitoring the performance of the Secretariat and for taking management and organisational decisions between the statutory meetings of the network. The Chair, two Vice Chairs, the Treasurer, three regional Bureau members and the Director participate in Bureau meetings

The proposed dates for those meetings, subject to approval, are:

- 23h Bureau meeting, 15 June 2007
- 24h Bureau meeting, 2 November 2007
- 25<sup>th</sup> Bureau meeting, December 2007

## 5.6 Communication and visibility

ENAR's communication objectives for the coming period will be to:

- Manage internal and external communication processes and outputs, including the continued improvement of the house style of ENAR and its products
- Increase ENAR's visibility and become the contact point on anti-racism issues for media and others interested stakeholders

### 5.6.1 Website

The website is a window for ENAR and its activities, policies and communication and has a key role in promoting ENAR's work. The ENAR web site is efficient in terms of providing information to the public. It is well organized and covers most of the needs of the network. However it is definitely "dated" in terms of graphic design, usability and general interactivity. ENAR believes that it requires a radical restyling of its graphic features and also an assessment of the current level of functionality. To this end, a users' survey will take place during the 2006-2007 work programme. The users' survey will assess the level of change that might be required. Under this proposed work programme the site will be updated to make it more in line with ENAR's house style and responsive to members needs identified through the user's survey.

### 5.6.2 Media relations

ENAR will work on enlarging its media contacts database and improving relations with the European press corps. The network will aim to adopt a more proactive approach, by proposing editorials, articles or dossiers as a way to enhance awareness and visibility of ENAR's work.

ENAR will continue to release press releases and statements on key topics of relevance to the activities of the network and in conjunction with key moments corresponding to ENAR's activities.

### 5.6.3 Weekly mailing

Launched in July 2005, the Weekly Mail will continue to keep ENAR's members, and other stakeholders, up to date with information and developments within and outside the network. The weekly mailing will deal with various types of information content such as: ENAR's activities; news from ENAR's Members and other European NGOs and networks; news from across the EU; EU developments; publications, conferences and vacancies

### 5.6.4 ENARgy thematic newsletter

The 'ENARgy' newsletter will be published with the aim of providing ENAR members and the wider public with in-depth analysis. The content will include interviews, articles from ENAR members on good practices and EU developments in matters of anti-racism and anti-discrimination. Two issues of ENARgy will be produced.

### 5.6.5 ENAR annual report 2007

A 2007 annual activity report will be produced. The publication enables the network to inform European decision makers on the activities of the network and is an important tool to support the communication of the network to its various target audiences.

### 5.6.6 Information on funding opportunities

Regular updates on EU budget lines offering grants for anti-racism work will continue under the terms agreed for the past work programme period (monitoring relevant EC budget lines, summarising the information on open calls, providing information with text in e-format for the website). The service is outsourced to an external company.

### 5.6.7 Board Info sheets

Board Info sheets aim to inform Board members about issues they need to be aware of as Board members. The Secretariat will prepare one Board Info Sheet on issues of governance for the network.

### 5.6.8 Fact Sheets

Fact Sheets aim to inform ENAR members and the general public about relevant policy issues at the EU level. Two fact sheets will be produced, one on positive action, and one on campaigning.

#### **Actions**

Weekly mailing  
Two editions of ENARgy  
Annual Report 2007  
Updates on funding information  
Board info sheet on governance  
New look website  
Two fact sheets

#### **Actors**

Secretariat



A salary review reflecting these organisational changes has been proposed by the director and staffing group and is submitted as part of this work plan. The proposed scheme considers also the performance and progression of staff members of ENAR as assessed by the director and staffing group during 2006. This scheme is however subject to a positive evaluation of staff performance, which will be conducted during 2007. The training needs of the staff are being reassessed and a budget allocation is foreseen for that purpose.

## **6.2 Working towards financial sustainability**

Stabilising core funding and diversifying funding sources is central to the organisation's continuity. This requires a strategy for fundraising and membership that needs to be reassessed on a continuous basis. Under PROGRESS, the target for resources from non-EC sources is set at 13% of the overall budget of the network. About 7% is expected to be raised from foundations' support, 5% is expected to be contributed directly by member organisations, and 1% should be developed through donations.

### **6.2.1 Funding from PROGRESS**

ENAR has the structure to enable it to qualify for Commission funding under the strand of PROGRESS related to the funding of EU umbrella networks. Complying with the rules set by the EC requires a high level of administration and accountability that needs management and accounting support from an external accountant familiar with EC grants. ENAR has gained extensive experience over the years and is fully confident that it can continue to meet EC requirements

### **6.2.2 Fundraising (foundations and companies)**

In previous budget years ENAR has developed a fundraising strategy, including a policy on corporate partnership and sponsorship. Activities have so far been organised with the view to:

- Approach targeted foundations
- Establish and/or maintain contacts with the business community

During the coming year the fundraising strategy will be reviewed in the light of the strategic plan 2007-2010 currently under development, the strategy will seek to favour the following lines of action:

- Adopting an integrated approach of fundraising in closed interplay with ENAR's key operations
- Targeting key foundations, think tanks and companies in all ENAR information and communication activities to keep them informed of the organisation work
- Building strategic alliances with selected foundations with a view to gain support for the ENAR 2007-2010 Strategy and Work Programmes;
- Getting closer to foundations and companies which focus on integration, migration and diversity

In past years, the support of an external fundraising consultant has proved necessary. During the 2006-2007 work programme, a revised financial framework was put in place with the fundraiser currently contracted by ENAR. This framework will be repeated during the work programme 2007.

### **6.3 Evaluation and organisational management**

Over the past four years, ENAR has been working with an external evaluator to try to achieve one main goal:

- To foster a culture of learning or performance management into the organisation and in so doing:
  - Help ENAR account for its successes against its plans by providing external reports on performance for the Commission
  - Enhance the confidence and skill of the leadership of the organisation: Secretariat, Bureau & Board

In that context the organisation held a series of activities including:

- Workshops for the Bureau and staff on performance management helping to develop a system of monitoring, evaluation and reporting that is proportionate to ENAR's size and development
- Development of the logframe approach to performance management as required by the European Commission
- Preparation of year-end and sometimes half-year external monitoring reports
- Carrying out a survey of ENAR's membership

During the period, a more robust culture of accountability has been established. It is important that these ideas are consolidated. Thus the overall goal of **fostering a culture of learning or performance management** seems to be still highly relevant.

#### **6.3.1 Evaluation in the longer term (from 2008 onwards)**

Notwithstanding the future requirements for external evaluation that the European Commission may introduce through PROGRESS, it is worth first expressing some preliminary thoughts about how performance management and evaluation may progress after the interim funding period in consideration in this proposal.

From a value for money perspective, but also in terms of better evaluation, it is worth thinking of external evaluation work as a three year intervention, that mirrors the three years strategic planning period in which a number of critical elements take place that satisfy the following goals. The evaluation work should:

- Provide data upon which to evaluate progress against each annual work programme

- Cumulatively provide information upon which the success of the strategic plan can be assessed
- Provide information that can help the organisation embark upon a new strategic planning round every three years

These goals speak to a planned three-year cycle of evaluation activities that comprise:

- A single three-year evaluation framework e.g. a three-year logframe that comprises a small number of key performance indicators (KPIs)
- A common programme with the other sister anti-discrimination NGOs networks that enables cross-organisational learning so that the KPIs are largely common to all participating organisations
- A survey of members every three years
- A survey of policy stakeholders every three years
- Governance and management health checks every three years
- A common annual reporting framework against the agreed set of KPIs that also includes a tri-yearly report on the delivery of the strategy as well as annual (and if the Commission insists) half-yearly performance reports

Clearly, these activities would need to be developed in the light of future Call for Proposals under PROGRESS from 2008 onwards, but they provide a general framework that helps position this year's proposal.

### 6.3.2 Proposal for May to December 2007

In the light of the above, the objectives of the organisational management and evaluation processes during the proposed work programme are to support ENAR consolidate its development as a learning organisation and also prepare for the new evaluation environment under progress from 2008 onward with regard to the development of Key Performance Indicators.

Thus the objectives for the coming year will be as follows:

- Joint workshop with ILGA-Europe and AGE to develop Key Performance Indicators for the coming three years
- Reporting against the 2007 work programme and logframe for 2007
- Coaching support to the director

#### 6.3.2.1 Joint anti-discrimination networks workshop to develop Key Performance Indicators

In cooperation with the external evaluator, a joint workshop will be organized for ENAR, ILGA-Europe and AGE directors and their policy managers to discuss the new performance management arrangements in general and to focus on the development of Key Performance Indicators that are both useful and informative for all, not least the boards.

#### 6.3.2.2 Reporting on the annual work programme using the logical framework

In cooperation with an external evaluator, the logical framework will continue to be the instrument used by the network to evaluate performance. ENAR

proposes that during this period there would be one mid-term evaluation report (October 2007) and one final performance similar to the current annual reports by December 2007.

#### 6.3.2.3 Mentoring support for the director

Since the appointment of the director in October 2005, formal and informal coaching sessions in person and over the phone have been held to work through the key issues that the director was facing in her new role. Due to budget pressure from other activities, these have fallen off during the current work programme 2006-2007. It is foreseen that in the coming year, these sessions will be re-established.

## SUMMARY OF OUTPUTS

<b>WORK PROGRAMME 2007 –2008</b>	<b>Information and awareness</b>	<b>Campaigning</b>	<b>Advocacy and Lobbying</b>	<b>Network reflection</b>	<b>Capacity building</b>
<b>1. Combating discrimination and promoting inclusion of ethnic and religious minorities</b>	Reflection on the guidelines on a testimony booklet on racial violence in the EU	<p>National Round Tables on positive action (action plan 2008)</p> <p>EP Intergroup session on positive action</p> <p>Multiple discrimination working group</p> <p>Participate in events of other networks, e.g. EYF</p>	<p>European Round Table on social inclusion</p> <p>Social Inclusion Peer review mechanism</p> <p>Cooperation with Open Society Justice Initiative on ethnic profiling and related issues</p> <p>Dissemination of results of ad hoc group on social and economic inclusion</p>	<p>Board reflection on the European Year of Equal opportunities</p> <p>GA seminar on positive action</p>	<p>Training seminar on the OMC/social inclusion</p> <p>Design of the concept of a training programme on practices of support to the victims of racial violence</p>
<b>2. Promoting the development of migration policies</b>	ENARgy on migration and diversity		Promotion of the “Third country national” Policy Paper among the EU institutions	Conceptual framework of the 2008 Conference on perceptions	

WORK PROGRAMME 2007 –2008	Information and awareness	Campaigning	Advocacy and Lobbying	Network reflection	Capacity building
<b>3. Increase recognition of anti-racism in equality and fundamental rights strategies</b>	<p>Reflection on format and content of the next shadow report 2006-07</p> <p>European meeting with selected members of the network involved in drafting the shadow reports</p>		<p>General Policy Paper on Counter-terrorism</p> <p>Dissemination of education</p> <p>Education and European Year of Intercultural dialogue 2008</p>		
<b>4. Mechanisms of networking and Horizontal activities</b>			<p>DG Employment, DG Justice, DG Education</p> <p>Presidency memorandum</p> <p>EP Anti-racism diversity Intergroup</p> <p>EFRA, EUMC</p> <p>COE, OSCE</p> <p>Other international and regional stakeholders</p>		

WORK PROGRAMME 2007 –2008	Information and awareness	Campaigning	Advocacy and Lobbying	Network reflection	Capacity building
<b>5. Enhancing the capacity of the network</b>	Attendance of secretariat staff at NCs meetings  Policy updates  Revamping of the website  Media relations  Weekly mailing  2 ENARgy editions  2007 Annual report  Updates on funding information  Board info sheet on governance  2 Fact sheets		Relations with foundations	Specific NCS exchange projects (southern region)  Development of ENAR coordinations in Romania and Bulgaria  25 <sup>th</sup> Board Meeting  6 <sup>th</sup> General Assembly  24 <sup>th</sup> , 25 <sup>th</sup> and 26 <sup>th</sup> Bureau  2 PLC meetings	
<b>6. Human and financial resource management and evaluation</b>					2 Staffing group  Staff evaluations  Staff training  Fundraising  Evaluation

## ENAR WORK PROGRAMME MAY 2007 – DECEMBER 2007

### TIMETABLE OF MEETINGS

Month	Date	Day	Event
<b>2007</b>			
<b>May</b>			
<b>June</b>	15	Friday	23 <sup>rd</sup> Bureau meeting
<b>July</b>			
<b>August</b>			
<b>September</b>	27, 28, 29	Thursday, Friday, Saturday	25 <sup>th</sup> Board Meeting
<b>November</b>	2	Friday	24 <sup>th</sup> Bureau Meeting
<b>December</b>	TBC	Tuesday	25 <sup>th</sup> Bureau Meeting
<b>December</b>	6-7	Thursday and Friday	Thematic seminar on positive action for GA members
<b>December</b>	8	Saturday	6 <sup>th</sup> GA





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