

EQUINET Aisbl

European Network of Equality Bodies

Rue royale, 138
1000, Brussels, Belgium
Phone: +32-2-212-31-82
Fax: +32-2-212-30-30
VAT: BE0890 383 784

DATE: 6/02/2013
INVOICE # 2013/036

BILL TO

National Office Against Racial Discrimination (UNAR)
Largo Chigi 19 - 00187 Roma
Italy

DESCRIPTION	AMOUNT
Equinet Membership Fee 2013	2.000,00
TOTAL Due	
	2.000,00 €

OTHER COMMENTS

1. Please make your payment at no cost for the receiver to:

Account Holder: Equinet Aisbl
IBAN: BE95 3630 1748 1258
BIC/SWIFT: BBRUBEBB (ING Bank Belgium)

2. Total payment due in 30 days

3. Please mention the invoice number on your payment

If you have any questions about this invoice, please contact:
Yannick Godin, Finance and Administration Officer
Email: yannick.godin@equineteurope.org / Tel: +32-2-212-31-82

Equinet is a Not For Profit International Association

M. Marco De Giorgi
National Office Against Racial Discrimination (UNAR)
Largo Chigi 19 - 00187 Roma
Italy

6 February 2013

Subject: Invoice for payment of Equinet Annual Membership Fee 2013

Dear M. De Giorgi,

EQUINET – European Network of Equality Bodies is proud to work closely with your organization and to support it as an active member of our European Network whose aims are to foster capacity-building, peer support and cooperation between national equality bodies.

With each new year also comes for Equinet Members a series of administrative and financial duties, including the payment of the **annual membership fee**. This membership fee is an essential contribution by Members to the effective implementation of EQUINET activities and the efficient running of its Secretariat throughout the year (including all funded trainings and thematic working groups). It is an integral part of the co-financing of the Network by its Members, as is required under the EC PROGRESS Programme funding rules.

Please find enclosed the invoice for the minimum membership fee that your Equality Body is requested to pay. In observance of the decision taken at the AGM 2009, this minimum amount has been calculated on the basis of the operating budget of the preceding year (2012) that your organization declared to Equinet in 2012.

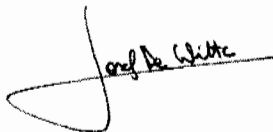
An invoice for any other specific higher amount can also be sent on request, should you wish to extend your support of Equinet activities and network opportunities beyond your minimum commitment. Any higher financial contribution and extended support from our Members would greatly benefit the Network's activities and work and help Equinet meet the co-financing requirements of the EC grant and the greater needs among our membership.

We would be grateful if your organization could proceed to the **payment of the 2013 Membership Fee before 9 March 2013**. We remind you that this payment should be made free of charge to Equinet (no banking cost and no cheque).


For any question or clarification you may need, please do not hesitate to contact the EQUINET Secretariat (Yannick.Godin@equineteurope.org; Tel: +32 2 212 31 82).

We thank you already for this important financial commitment to our common goals and we look forward to our continued close cooperation and your continued active participation in the Equinet European Network.

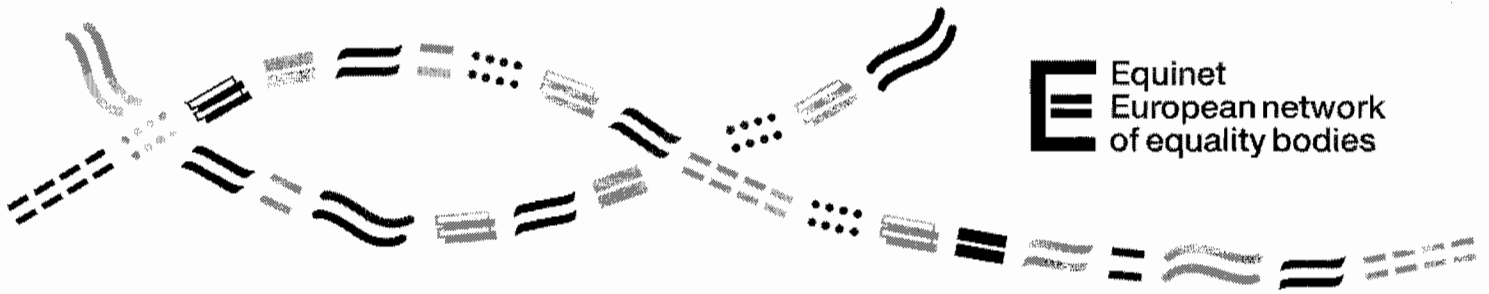
Yours Sincerely,



Jozef De Witte
Chair of the Equinet Board



Anne Gaspard
Executive Director
Equinet Secretariat



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National Office Against Racial Discrimination (UNAR)
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Chair of the Equinet Board

Anne Gaspard
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Rue royale, 138
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Phone: +32-2-212-31-82
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VAT: BE0890 383 784

DATE: 19/12/2012
INVOICE # 2012/036

Presidenza del Consiglio dei Ministri
DPO 0000047 A-4.25.15
del 02/01/2013

BILL TO

National Office Against Racial Discrimination (UNAR)
Largo Chigi 19 - 00187 Roma
Italy



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2012 WORK PLAN AND BUDGET

EQUINET
European Network of Equality Bodies

NOVEMBER 2011



With the support of the European Commission

INTRODUCTION

2011 has been a first successful year in the implementation of the new Equinet Strategic Plan 2011-2014 adopted by member equality bodies.

Much effort has been dedicated to strengthening the relationship and contribution of Equinet as a natural and supportive partner and a unique source of information and expertise for its Members. Resources have been allocated to further improve the sharing of information between the European Network and its Member equality bodies (new *Communication Working Group* launched, new website to be launched end 2011, improved email tools...) as well as with external partners and stakeholders. We trust that these efforts have contributed to an improved sense of belonging among the Equinet Membership and in a higher reliance on Equinet as a source of support and European expertise. Also, the visibility of Equinet and equality bodies has continued to expand in the European sphere, where it contributes the specific perspective and experience of National Equality Bodies to future policy making in the field of equal treatment.

Exciting challenges await Equinet for the year ahead in 2012. A new Equinet Board of nine Members to be elected at the AGM 2011 will steer and manage the European Network for a mandate of two years. With the support and implementation of the Equinet Secretariat, the Board will be responsible for achieving the objectives set out in this annual work plan in the wider framework of our Strategic Plan and paying particular attention to exploring ways to strengthen the financial stability and sustainability of Equinet – European Network of Equality Bodies for the future.

Equinet will further facilitate the peer support and the exchange of information and expertise among its Members' organisations and staff. The full range of Equinet events will be organised (two trainings and one legal seminar), aiming to bring additional expertise and knowledge to different experts within National Equality Bodies, thereby reinforcing the staff and institutional capacity of Members. The Working groups will continue their respective work and further refine the way our Members usefully collaborate and share relevant experience and expertise with facilitation and support from a Moderator and the Equinet Secretariat.

Equinet will pursue the visibility and contribution of the specific expertise of equality bodies to the European debates through regular participation in relevant European meetings and conferences organised throughout the year in the field of equality and non-discrimination, including in the Equality Summit expected to be organised in 2012 by the Commission and EU Presidency (Cyprus). The Equinet Network will continue encouraging and supporting the active involvement of its Members and will keep on working as a main platform of dialogue between its Members and European Institutions.

Note:

*This Work Plan 2012 mirrors the structure of the Equinet Strategic Plan 2011-2014. Each **specific** action in the Work Plan 2012 directly emanates from activities defined in the Strategic Plan 2011-2014. To clarify this relationship, each specific Work Plan action has been numbered in the following format:*

SPx.y

*Where **SPx** is the strategy number as referenced in the Strategic Plan and **y** is the number of the activity among those foreseen under that strategy.*

THE EQUINET WORK PLAN 2012 UNDER THE FOUR STRATEGIES

STRATEGY 1: PEER SUPPORT TO ENHANCE STAFF DEVELOPMENT WITHIN EQUALITY BODIES

Based on the rationale and the objectives set out for this strategy in the Equinet Strategic Plan 2011-2014, the following activities will be implemented:

SP 1.1 Working Group - *Equality Law in Practice*

The working group *Equality Law in Practice* is Equinet's permanent platform for legal staff of equality bodies to exchange experience, share expertise and work to improve the level of legal protection from discrimination across the EU. The working group focuses on the interpretation of complex legal problems and a comparative analysis of EU and national legislation and jurisprudence in the field of equality and anti-discrimination law. The working group will continue to undertake several streams of work in 2012.

Firstly, the working group will continue to pursue a practical approach by using real-life cases as a basis for a comparative analysis of EU and national anti-discrimination laws. The discussion of the case studies provides opportunities for analysing general legal questions and concepts in the field of equality law. The analysis of the cases and general legal questions and concepts will demonstrate the similarities as well as the differences among Equinet members in interpreting the EU equal treatment directives. It will also identify good practices and any possible gaps in the transposition of EU anti-discrimination legislation into national legal systems and where there may be changes required in the EU anti-discrimination legislation. The process of joint analysis helps members of the working group in their daily work and the publication produced is valuable for all legal staff of all equality bodies, as well as EU institutions such as the European Commission and other stakeholders.

The working group will analyse a number of cases in 2012, each provided by members of the group. The cases will be selected from a variety of countries and with a view to represent diversity in terms of discrimination fields and grounds. The cases will also be chosen to support the major themes that Equinet is working on or where there is evidence that there is a significant insecurity in the interpretation of equal treatment laws. The working group will meet twice during the year to discuss and analyse the cases with the active contribution of all participants. The working group will publish its analysis of the case studies and general legal questions and concepts in an external report that will be made available on the Equinet website.

Secondly, the working group will continue to focus on strategic litigation, building on the experiences gained in previous years - in particular the report on the litigation powers of equality bodies published by Equinet in 2010. The working group will further explore the possibility of cooperation between Equinet members when conducting strategic litigation at either national or international level and will organise exchanges within the group in this regard as appropriate.

Thirdly, members of the working group will continue to contribute to or co-operate with the work of other Equinet working groups and to the organization of the Equinet High Level Legal Seminar and the Equinet Legal Training as appropriate.

SP 1.2 Internal and external communication

In 2012, following the launch of its new website in late 2011, Equinet will further develop its communications capacities and improve cross-network communication by using modern, efficient and user-friendly communication tools to provide its members with up-to-date information.

Equinet will continue to issue an *e-newsletter* on a regular basis to publicize the latest developments in the field of anti-discrimination in Europe and the latest news from Equinet, its members, European Institutions and other European stakeholders.

Strategies and Practices and Strategy Development as required.

All member equality bodies will be encouraged to send representatives, with a target of 40 training participants. The event will represent a valuable learning opportunity for equality bodies' staff members who have an interest and/or role in promotional and communication strategies and activities.

SP 1.4 Equinet Legal Seminar (Brussels, March 2012)

Equinet recognizes the need for, and the added value of capacity-building events for staff of equality bodies with an already existing high level of legal expertise. Unlike Equinet's training events (in which participation is limited to representatives of member equality bodies), the legal seminar benefits from the participation of a wider group including equality bodies as well as European organisations and expert stakeholders active in the field of equality allowing for networking, discussions and debates with external stakeholders. Based on the positive feedback from previous years, Equinet will organise a one day expert legal seminar in 2012, which will focus on key concepts and developments in anti-discrimination legislation and jurisprudence.

All equality bodies will be encouraged to send representatives with a high level of legal expertise and a target of 60 participants has been set, which will include representatives from external stakeholders.

The seminar will involve keynote lectures and presentations from high-profile legal practitioners and academics specializing in equality and non-discrimination law. The seminar will address a range of important legal developments and concepts from different fields and grounds of discrimination as well as cross-cutting issues. A detailed concept and proposal for the seminar will be developed and proposed by the Equinet Secretariat on the basis of discussions with the Executive Board and taking into account suggestions and requests by the participants of the legal seminars in previous years. The seminar will nonetheless focus on recent developments in the Court of Justice of the European Union, the European Court of Human Rights and national courts' judiciary in the area of non-discrimination.

The seminar is planned to take place in Brussels at the end of the first quarter of 2012.

SP 1.5 Guidance for equality bodies in supporting good practice in the field of anti-discrimination and equality

Equinet will produce one case study on effective approaches equality bodies could take in providing support for the development and implementation of good equality/diversity policies and practices by service providers.

The case study will set out the key elements and the factors for success of the good practice examples. This guidance will set out effective approaches/strategies being taken by some equality bodies in developing their policies. One Equinet member organisation with particular good practices in relation to service providers will lead the work on the drafting of this case study / guidance, taking into account and referencing other good practice examples as necessary and appropriate, in supporting good practices by service providers.

The case study will ensure that the selected approaches developed by the equality bodies reported on are sufficiently described and analysed so that they can be usefully adapted to other relevant national contexts and used by other equality bodies. The case study will be published and available to all members on the Equinet website.

The analysis of the integrated campaigns will demonstrate similarities and differences among Equinet members in addressing a particular issue. The group will draw conclusions and compile a series of lessons learnt that will inform the work of communicators working within equality bodies.

The working group will meet twice during the year. The outcome of its work will be disseminated to all members in the fourth quarter of 2012. The group will also continue to develop its resource database on communication tools that was started in 2011

SP 2.3 Ad-hoc member networking initiative

In 2012, Equinet will bring the two ad-hoc initiatives that have been focusing on making equality legislation work for (i) Roma people and (ii) Trans people conducted in 2010 and 2011 to an end. Equinet will explore the possibility of linking with the European Institute for Gender Equality (EIGE) by organising a follow-up meeting on Trans issues, for instance on the margin of the legal training in Vilnius.

Equinet will also follow up the factsheet on Roma people published in 2011 in order to encourage its members to take initiatives improving the situation of Roma people and to get involved in the implementation and monitoring of the National Roma Integration Strategies.

Equinet will initiate the planning for a new ad-hoc member initiative in 2012 that will focus on an issue of shared concern that has an immediate and important relevance for equality bodies and the European Union.

SP 2.4 Under-reporting

Equinet's activities on these issues will be further informed and supported by the work of the Working Group *Communication Strategies and Practices* through exchanging communication tools and strategies for effective communication by equality bodies with the public and minority groups, and by the outcomes of the Equinet training on promotional and communication strategies and practices that is planned to focus on under-reporting in the third quarter of 2012 (see under SP 1.3)

Equinet will continue its consultations with the European Union Agency for Fundamental Rights (FRA) and other relevant institutions to further explore ways to address the issue of under-reporting of discrimination.

SP 2.5 Development of standards

In 2011, the High Level Meeting of Heads of National Equality Bodies and European Institutions explored the issues of the development of binding standards for Equality Bodies. Equinet will build on the findings and outcomes of this important meeting and discussion to continue exploring and assisting the development of standards for the establishment and operation of equality bodies and the possible role the European Commission could play in this area.

SP 2.6 Linkage between equality and human rights

Equinet will seek to advance contacts established with the European Group of National Human Rights Institutions and other European stakeholders to explore a potential follow-up to the perspective Equinet produced on the issue in 2011.

Equinet will also ensure widespread dissemination and use of its *Perspective* on the link between equality and human rights produced in 2011 as a foundation to take forward further work and debate as appropriate in this area.

SP 3.4 Commissioning and conducting studies

It is not foreseen that Equinet will commission any major studies in 2012. Taking into consideration limited available resources, the Equinet Executive Board may decide during the course of the year to commission or get involved in relevant study work 2012.

MANAGEMENT AND ADMINISTRATION

The sustainability and the efficiency of the network and its management will be maintained and further enhanced whenever possible.

Board Members will hold four Board Meetings throughout the year (with the possibility of further meetings if deemed necessary by the Board) to ensure the effective implementation of this Work Programme. Audio/video conferencing will also be considered as and when deemed necessary.

The Secretariat will ensure that Equinet meets all its accountability duties towards the European Commission by producing one interim (middle of the year) and one final (beginning of 2013) activity and financial report and by regularly informing its representatives of Equinet activities.

An Equinet *annual report* will be published in April 2012, covering the range of activities and initiatives undertaken by Equinet in 2011. The annual report will be published both in English and French.

The Secretariat will hold regular internal team meeting to coordinate its actions. Its staff members will receive formal appraisals of their work and will be given the possibility to develop skills (e.g. via visit/internships in one of the Equinet members, external specialist trainings...), depending on available funds.

The Secretariat and the Board will organize the Annual General Meeting (AGM) of Equinet Members in 2012 planned in the month of November.

The Secretariat and the Board will closely monitor the quality of the work of Equinet by collecting quantitative and qualitative indicators from members throughout the year and interpreting them (e.g. training and seminar evaluation forms). An external evaluation of the work of Equinet will also be conducted at the end of the year. This will ensure that the work being done is accurately matching the needs of Equinet members.

The Board and Secretariat will also monitor and ensure that gender equality and diversity are mainstreamed within all activities and that Equinet operations respect the commitment to environmental sustainability.

ANNEX II

OPERATING BUDGET PROJECTIONS FOR EQUINET ACTIVITIES 2012

INCOME 2012	
Sources of funding	Projected Amount (€)
PROGRESS programme of the E.C.	550,000
Membership fees	55,350
Total Funding for 2012	605,350

EXPENSES 2012	
Activities	Projected cost (€)
Legal Training in Lithuania (flights + accommodation + venue)	34,378
Training on under-reporting in Malta (flights + accommodation + venue)	34,289
Legal seminar in Brussels (flights + accommodation + venue)	23,189
7 working group meetings (flights + accommodation)	45,600
Ad-hoc initiatives (flights + accommodation)	8,000
Equinet AGM (flights + accommodation + venue)	16,000
Regular Board meetings (at least 4 with 9 members) (flights + accommodation)	10,860
4 working group outputs/publications + translation (incl. 2 perspectives)	16,592
Website enhancements + maintenance	3,000
Annual Report	5,442
Secretariat/Board Travel and subsistence	15,280
Experts (including external evaluation)	15,500
Equinet promotional material	3,200
Dissemination/mailings of Equinet productions	5,500
Total	236,830

Other costs	Projected cost (€)
Accounting + audits	10,404
Fixed costs (rent, insurances...)	52,249
Total	62,653

Grand Total	299,483
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Summary	
Total activity 2012 expenditures	299,483
Total salaries 2012	305,867
Total cash expenditures 2012	605,350