



European Network Against Racism

Réseau européen contre le racisme

Europäisches Netz gegen Rassismus

Driving the future of the European Anti-racist Movement

ENAR Strategic Plan 2011-2013

Final

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Executive Summary

Over the past decade, both at European and national level, anti-discrimination and anti-racism mainstreaming have been increasingly recognised in a number of policy areas. This phenomenon has increased the complexity of anti-racist activism and has led to specialised articulation by the anti-racist movement of the concerns, proposals, policy recommendations, and analyses in this field.

To better engage in the development of the anti-racist agenda, ENAR (or the “Network”) has developed the present Strategic Plan. This is the second time ENAR has undertaken such an initiative.

This second plan builds on the Network’s current strategic planning and on an assessment of both the “internal” and “external” dimensions of ENAR. This plan aims to further develop and streamline ENAR’s “integrated approach” which allowed the Network to increase its policy and lobbying impact over the last three years, by ensuring that its five operational mechanisms¹ respond transversally to its Strategic Objectives.

ENAR undertakes to project itself into the future once more by working towards a set of agreed long term objectives to be implemented by 2030. ENAR’s long term strategy reinforces the intrinsic coherence of ENAR’s second triennial Strategic Plan, outlined hereafter, by offering the Network a stronger, more pragmatic sense of direction. ENAR’s new policy drive is informed by the need to de-emphasize its hitherto reactive response to the political agenda, and to strengthen its impact on the multiple stakeholders it engages with daily. This re-thinking necessitated a broadening of the Network’s perspective on long term policy developments in the EU, increased streamlining of its core concerns, and a reorganisation of its strategic objectives

In its first plan, ENAR had identified four strategic objectives (three policy objectives and one organisational²). In the present plan three objectives have been identified: (1) articulating and promoting a progressive narrative on equality and diversity; (2) enhancing the capacity of the network to deliver its strategy; and (3) making a step change towards financial stability and sustainability. These three objectives should be read against a broader landscape, namely against the first objective to “articulate and promote a progressive narrative on equality and diversity”. The progressive narrative proposed by this plan seeks to provide a whole society vision that encompasses security, equality, and prosperity for all, by maximizing the potential of all through the development of confident and well-established communities and integrated and cohesive societies, as well as a stable and prosperous Europe.

Simply put, ENAR seeks to expand its sphere of influence considerably, with the ultimate goal of achieving real equality for all in Europe. In parallel, we strive for the eradication of racial and all other related discrimination and intolerance that have been damaging the lives and the futures of millions of ethnic and religious minority people in Europe. This Strategic Plan is but a single course down a challenging path - but we intend it to be a decisive one.

¹ Information and awareness; campaigning; advocacy and lobbying; network reflection; capacity building.

² See below.

Presenting ENAR

ENAR's **vision** is of a Europe free of racism and related intolerance, where each individual has equal opportunities to participate in society. ENAR believes that the coordinated cooperation of NGOs can contribute significantly to the fight against ethnic and religious discrimination.

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

- Redress the negative consequences of discrimination based on colour, ethnicity, national origin, nationality, religion, culture or legal status;
- Promote diversity and create the conditions for equal participation in a community characterised by a plurality of values;
- Ensure that anti-racism, equality and diversity are mainstreamed across all sectors of European Union public policies.

ENAR is based on the following **core principles**:

- **Inclusiveness:** bringing together organisations supporting victims of racism and related intolerance³, and human rights, anti-racist and migrants' organisations.
- **Pluralism and diversity:** bringing together and supporting a wide range of organisations, including: grassroots organisations, NGOs, welfare organisations, religious organisations, trade unions, ethnic minority as well as migrants' organisations and other established organisations.
- **Democracy:** ensuring that all member organisations actively participate in decision-making.
- **Quality:** organising the work in a professional manner and producing tangible products and results, which are regularly reviewed.
- **Efficiency:** concentrating on a well defined number of activities and ensuring that these are delivered in a cost effective manner.
- **Flexibility:** responding adequately to new challenges and the changing needs of the associated organisations and the various groups and communities they represent.
- **Transparency and accountability:** ensuring sound governance and reporting processes to its main stakeholders, its membership and the European Union institutions.

ENAR started to streamline its activities in 2005 and these efforts resulted in a sophisticated and comprehensive operational model adopted for the Strategic Plan 2007-2010. During its first Strategic Congress in April 2007, the Network identified four strategic goals for the period 2007-2010:

³ In this document, ENAR uses the expression "racism and related intolerance" as an internationally agreed wording covering all types of discrimination, segregation, harassment and violence based on race, ethnicity, colour, religion and beliefs, culture, language, nationality and legal status and all their corollary victims.

1. Combat discrimination, promote equality and redress disadvantage
2. Promote the development of progressive migration and integration policies
3. Increase recognition of anti-racism in equality and fundamental rights
4. Enhance the capacity of the network to deliver its strategy

ENAR's future objectives and its Strategic Plan 2011-2013 will build upon the achievements and knowledge acquired during the previous period.

Envisioning ENAR's future

Despite many positive developments in the European Union, racism and discrimination continue to be persistently experienced by ethnic and religious minority⁴ groups across the Union, severely impeding their possibilities to build a brighter future for themselves and their families, as demonstrated by ENAR's Shadow Reports over the years.

The need for an active and collective NGO network voicing the concerns of victims of racism and related intolerance in Europe remains urgent. Consequently, the European Network against Racism (ENAR) has a critical role to play in urging the European Union and its Member States to take further action to eradicate racism and related intolerance, as well as in monitoring EU policy developments to ensure that they do not undermine fundamental rights.

Therefore, in order to inform the development of its 2011-2013 strategic plan, a structured process was put in place in 2009. This allowed the Network to reflect on its achievements, strengths and weaknesses with the view to clarifying its purpose and defining its policy orientations and organisational goals.

This strategic plan is divided into five main sections:

1. The political realities facing the European Union and how these relate to the fight against racism, discrimination, and related intolerance.
2. The challenges and opportunities facing the Network. This second section also includes an assessment of members' needs.
3. The emergence of a number of long term strategic issues that will guide all ENAR's activities (inside and outside of PROGRESS supported activities).
4. The short term goals and objectives that will form the first steps towards achieving the long term strategic targets.
5. The financial and monitoring parameters for implementing the goals and objectives outlined as well as assessing them.

ENAR also strives to be a learning organisation, building on its own past experiences and reflecting on others' successes. Although its previous Strategic Plans have considerably strengthened and focused its work, the present Plan broadens the horizon, enabling ENAR to

⁴ ENAR has a large and non-exhaustive definition of communities vulnerable to racism in Europe, including: Roma, Sinti and Travellers; migrants including EU citizens in the context of intra-EU migration and third country nationals, irrespective of their legal status; the Jewish and Muslim communities; long-standing ethnic and religious minority communities; national minorities...

break into a new dimension and to renew much more strongly with its role of agenda-setter, This Strategic Plan, for the first time, adopts a long term vision that not only informs and structures ENAR's work for the coming triennial period, but also defines objectives beyond its "PROGRESS financed work plan"⁵; and these different dimensions are incorporated coherently. While the focus on policy remains crucial, the development of the Network and the National Coordinations is now central to and fully embedded in ENAR's new strategic and operational plans. Thus equipped, ENAR is confident that it will give a new boost to anti-racism in Europe.

⁵ ENAR is funded under the EU's PROGRESS programme and also receives - or has received - co-funding for specific projects from foundations, including the Open Society Institute, the Open Society Justice Initiative, the Network of European Foundations, the Compagnia di San Paolo, the Joseph Rowntree Charitable Trust, etc.

1. ENAR in the wider political context

The EU's *raison d'être* is the creation of stable, peaceful and prosperous societies through closer cooperation and integration. Human rights, democracy and the rule of law are central to achieving this purpose. They are embedded in the EU's founding treaty⁶ and were reinforced by the entry into force of the Lisbon Treaty in December 2009, making the European Charter of Fundamental Rights legally binding.

The EU nonetheless faces many challenges in the beginning of this 21st century, which have deep and serious implications for the fight against racism and related intolerance.

As previous treaty referenda have shown, the EU has failed to connect with many of its citizens and, in all Member States, individuals are asking what the added value of the European project is. Scepticism about the EU's founding values is increasing while European leaders struggle to embrace change and reconnect with Europe's citizens. The European project will only be successful if it can show the significant role it plays in improving the situation of all EU residents. In this context, the fight against racism and related intolerance is key to creating better European societies. Efforts towards achieving equality should be strengthened, all the more so in times of financial and economic crises that have had and continue to have a negative impact on millions of European citizens and residents, and especially for the most vulnerable to discrimination.

In recent years, the economic recession appears to have driven politics even further on a populist and nationalist course, the signals of which can be seen in many EU countries judging from recent European Parliament and national elections or projected election results. An alarmingly increasing number of political leaders have been tempted to respond to the many issues facing the European Union and its Member States in a reactionary way, perpetuating old recipes instead of being innovative and harnessing the wealth of talents present in a diverse Europe. This goes to such an extent that a tendency to use xenophobic populist discourse can even be observed within mainstream political parties.

Europe certainly faces major challenges which seem difficult if not impossible to solve, including high unemployment rates, poverty, inequality and discrimination. Debates on the future of the European social model are fraught and strenuous, and it is imperative that a purely economic analysis does not undermine the values of the Union. The challenge of the Europe 2020 Strategy will be to ensure smart, sustainable and inclusive growth, delivering high levels of employment and social cohesion and guaranteeing non-discrimination and fundamental rights for all.

Demographic changes and Europe's ageing population also give rise to fears that Europe's economic future is not sustainable and that its very identity is at stake. Europe must find realistic, innovative and creative ways of responding to these challenges. As many have indicated, migration and its consequences play a key role in this important debate. However, there are serious concerns that migration is still seen as a threat, or at best, as a purely

⁶ Article 2 Treaty on the European Union (TEU).

economic and utilitarian solution to labour shortages in the EU Member States, the focus being predominantly on the control of borders and of 'illegal' immigration. Such a vision is in contradiction with an approach that allows for the development of mutual benefits between migrant and host communities and views migrants as individuals with equal rights that are to be valued and protected.

Recent years have witnessed the development of European policies which both support and undermine the fight against racism and related intolerance. The European Union has simultaneously put in place sophisticated anti-discrimination and social inclusion legislation, while at the same time undermining these initiatives by introducing measures which affect the realisation of human rights such as in the field of security, immigration and asylum.

The adoption of Article 13 (now Article 19 of the Treaty on the Functioning of the EU) and the subsequent directives⁷ was an important turning point in the **fight against discrimination** in Europe. However racism and related discrimination continue to manifest themselves in employment, education, health, housing, access to goods and services as well as participation in cultural and civic life. Institutional discrimination is pervasive and insufficiently tackled. There have been numerous disappointments in the transposition and enforcement of the equality directives. Furthermore, the current difficult debates surrounding the adoption of a new anti-discrimination directive show that Member States, as well as the public and the private sectors, are extremely reluctant to address discrimination on all grounds in a coherent and proactive way, casting doubts on their willingness to effectively tackle this devastating phenomenon.

As a consequence, the **social and economic inclusion** of ethnic and religious minorities, which are amongst the groups most vulnerable to poverty and social exclusion, remains one of the major challenges of anti-racism. However, Europe's social inclusion agenda provides an opportunity to combat poverty and exclusion which has not yet been fully harnessed.

There also appears to be an increase in incidents of **hate crimes** and violence perpetrated against religious and ethnic minorities in Europe. Yet the manifestations of racial violence are difficult to quantify as official data collection on racist violence is non-existent or requires further development in many European Union countries. Under-recording and denial of the existence of racist crime still remains common practice in many Member States.

The Member States of the European Union face a variety of different situations with regard to **the situation of third country nationals (i.e. non-EU nationals)** and mobile European Union nationals⁸. One common trait across Europe however, is the fact that migrants and their offspring are often treated as second class citizens, socially excluded and subject to various forms of discrimination in relation to access to rights, employment, education and social services. While some European developments have had positive implications for the protection of third country nationals, many more have sought to restrict their rights, and serve to undermine the integration of all migrants, in particular the most vulnerable groups such as asylum seekers and undocumented workers. They have also had a negative impact on the lives of all ethnic and religious minorities, who might be perceived as recently arrived migrants despite their presence in Europe for generations.

⁷ The Race Equality Directive 2000/43/EC and the Employment Equality Directive 2000/78/EC.

⁸ Citizens of EU member states using their right of free movement under European law.

2. ENAR's challenges and opportunities

In the preparation for this plan the Network reflected on its achievements, strengths and weaknesses, with the view to clarifying its purpose and defining its policy orientations and organisational goals, through:

1. An assessment of stakeholder views (including membership)
2. A review of governance and management
3. An assessment by the board of the key issues facing ENAR

2.1 Stakeholder and membership assessment

In the first half of 2009, ENAR conducted a stakeholder⁹ and membership assessment which identified a range of issues and challenges.

According to ENAR's members, the quality and effectiveness of ENAR's work has improved, where comparable, since the last survey conducted in 2006. Links with members are broadly solid and communications with them are good, though sometimes considered relatively passive. They highly value the policy work of ENAR, recognising that it is having an impact on policy makers at European level. However, due to the structural needs of members for strong capacity development (human resources, expertise, funding), they feel they are not yet able to contribute as much as they would like to the multiplication of this impact at national level. Membership is diversified and large but could still be broadened. Its diversity is reflected in the multiple aspects of ENAR's policy work, even if some areas are considered as yet under researched as a consequence of resource limitations (e.g. education, counter-terrorism). Media coverage is considered relatively limited, particularly at national level, except for a few national coordinations.

ENAR's stakeholders see its service portfolio as broadly relevant and highly rate the quality of its work. However, they feel that the quality of relationship management and of communications with them is patchy and insufficiently coordinated, while there is also a perception of a fragmented membership. When it comes to policy, they recommend that its work should be more evidence based, and that ENAR should raise its profile in a professional and increasingly sophisticated way, while the link with its grassroots member organisations should be reinforced.

The assessment concluded that while the overall work of ENAR is greatly appreciated by members and stakeholders, there is still clear potential for improvement, including increased timeliness of ENAR's activities, closer monitoring of the impact of policies on the ground, more collaboration with member organisations and better coordinated and sustained relationships with stakeholders.

⁹ ENAR has four main groups of stakeholders: (1) ENAR members and the broader anti-racist community including migrant and refugee organisations; (2) the European institutions and governmental actors; (3) social change and human rights civil society; and finally (4) foundations and the business community.

This will entail answering to the significant development needs of all Coordinations, notably in matters of capacity or organisational advancement, but also in fostering a more active relationship with grassroots organisations.

A range of expectations have been identified across ENAR's stakeholders, which include: increased expertise, knowledge and data; information and awareness raising; policy feedback and evaluation; communication and networking; financial and human resources support; administrative and secretarial support; representativeness; solidarity; and space for reflection.

2.2 Governance and management

The review of ENAR's governance and management included a survey of board members and substitutes, a survey of all staff and members of the Finance, Fundraising & Staffing Committee (FFSC), along with interviews of all Bureau members and senior staff, and desk research including reference to key internal documents and practice in other NGO networks. It came to the following conclusions:

1) ENAR has many of the hallmarks of effective governance arrangements.

It has up-to-date constitutional documents which provide for a governance structure that enables high levels of democratic representation. All the elements in the structure function effectively and are valued as essential by the membership, while they are perceived as well serviced by the staff. Relationships with staff are positive.

2) But feelings amongst the current membership of the governance structures and reference to good practice elsewhere point to aspects which could be performing better.

The board, composed of 29 people, is considered too large to form an effective and stable team as well as unable to provide effective governance in terms of direction and accountability. Board members are aware of this and believe that ENAR is not yet able to get the best out of them as activists in the field.

3) There is a perception that the needs of ENAR will be better served by retaining the current structure but shifting the functions of each of the key governing bodies and by thinking differently about the membership structure of the Network.

The bureau should become the board and meet regularly to provide ENAR with the strategic direction and high levels of accountability it needs, but it should be supported by committees that do much of the detailed work. The board should become the Council of the membership, spending most of its time on substantive policy issues that draw on the skills and commitment levels of its members in a way that supports the planning process and helps ENAR develop positions on key policy (and network) matters.

A number of Coordinations are said not to be fully representative of the NGO communities in the field of anti-racism in their respective countries and in some instances, not to operate in a transparent and/or effective manner. However, to have an effective link with the grassroots, ENAR needs to have a direct relationship with these organisations which are members constitutionally but not in practice. ENAR will thus need to consider the viability of a membership scheme than can be attractive to NGOs across the EU while continuing to build and support its coordinations at national level.

4) Finally, while management systems are said to work well, they may need a little uplifting. Staff are largely content with their jobs and with the organisation.

Relationships with the membership may need a little development, but the most critical issue for the future is to make management arrangements more robust with: the development of teams within the staff, more regular 1:1 support and supervision for staff and a more rigorous approach to appraisals.

5) ENAR is a well run organisation in many respects which, although it needs to update some of its governance and management arrangements, can go from its current strong position to even greater ambitions over the coming three year period.

2.3 Political environment

The Board reflected on the opportunities and threats presented by the current external political environment by conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and by assessing the key issues facing ENAR.

The current external political environment in the EU presents a number of opportunities for ENAR. Indeed, as the voice of the anti-racist movement in Europe, ENAR is in the best position to play a leadership role currently lacking in the anti-racist/equality sector at the European level and to develop a strong whole society narrative that will cater for further adoption and implementation of more progressive legislation, at a time when far right and populist ideas are so pervasive in the mainstream society. The articulation of such a narrative could serve as a basis to develop stronger links and alliances with other sectors, such as the arts, culture and sport, but also with think tanks, foundations, business groups and corporations, in particular ethnic entrepreneurs. A broad social change towards more effective equality is unlikely to happen if these core sectors are not convinced by the shared benefits to be expected from such transformations of the social fabric.

ENAR's leadership will have to be underpinned by the delivery of policy work that is more evidence-based, both rooted in the realities of people on the ground and in systematic research. It should connect the concerns of its members and of the victims of racism and related intolerance to the central issues of the current economic, employment, education, health, housing, etc. agendas.

Furthermore, the shifting ideological ground in which ENAR has to manoeuvre does not only present threats but also new opportunities. Indeed, the new profile and powers of the European Parliament and the general shift to the right in European political circles have given rise to a new agenda which is more complex and requires a swifter, more coherent and decisive media approach, as well as the use of more sophisticated registries of language to be understood by a more complex set of audiences. At the other end of the spectrum, the current fragmented nature of racism/anti-racism can be turned into an advantage by, inter alia, focusing on multi-layered identities: race, gender, religion, ethnicity, disability, age, etc¹⁰.

¹⁰ Communities are increasingly becoming self-centred, focusing on the specificities of the discrimination they are facing, forgetting about the majority of commonalities they share with other ethnic groups facing similar patterns of discrimination, but also with people from other discrimination backgrounds that are also confronted with social exclusion as a result of their situation. This self-centredness has led to growing discrimination between the different discrimination grounds, but also to “memories” of violence and victimisation, each group claiming its suffering has been more important than others, thus fragmenting the necessary anti-racist front and introducing a kind of hierarchy of discrimination within the anti-racist community itself.

In terms of threats, this fragmentation could however bring the organisation to spend too much of its energy inwards, struggling to find a common voice beyond its internal divergences, rather than radiating it out. The other considerable risk is that faced with the pervasiveness of far right narratives on migration and diversity, ENAR is at risk of becoming ideologically out of date if it does not manage to develop credible and understandable alternatives that effectively address the various concerns and fears of the majority communities.

2.4 Emerging strategic issues and challenges

While ENAR has enjoyed much success in recent years, it continues to face a number of strategic challenges, in view of which three key **questions** have been identified as the drive for ENAR's strategy in the coming years:

1. How can ENAR make a step change in its performance and fill the current leadership gap in its sector?

- ✓ An increasingly sophisticated approach in terms of progressive narrative on diversity & migration, language, ideas, policy, people capacity, as well as the quality of its service delivery

2. How can ENAR make a step change in the capacity of its network at national, regional and local levels and its organisation at EU level?

- ✓ NC capacity, involvement of local members, strong governance & management in the ENAR secretariat in Brussels

3. How can ENAR make a step change in how it works collaboratively with others?

- ✓ Building alliances, reaching out to other discrimination strands, working in other domains (culture, arts, etc)

3. ENAR's strategic ambitions: looking 20 years ahead

Why plan so far ahead? Nearly two decades ago, a number of anti-racist and human rights organisations joined together to form the "Starting Line Group" which successfully advocated for the EU to equip itself with the legal basis to fight discrimination (the future Article 13) and for the adoption of the Equality Directives. These organisations had a vision and they achieved it. Being an outcome of this initiative, ENAR took over from their success by focusing more extensively on the monitoring of the transposition and implementation of these Directives, somehow coming to lose sight of the bigger picture. Becoming an agenda setter again means looking ahead to the future and envisaging how it should be transformed. When the European Union is setting its own goals 10 years ahead, it is already too late for ENAR to start thinking about driving the change over the next three years. Looking further is a must.

Considering that it took a decade for populist discourses to become mainstream in most EU Member States, negatively affecting all areas of concern for anti-racist and migrants' organisations, ENAR is convinced of the urgency to reverse the trend and believes it can achieve this in an innovative and concerted manner over the next twenty years.

This 2010 strategic exercise is thus two-fold:

1. Proposing and agreeing upon a set of clear long-term strategic targets to be reached in 2030 that will guide all ENAR's activities (inside and outside of PROGRESS supported activities);
2. Proposing and agreeing upon a set of strategic objectives for the next 3 years that will form the first steps towards achieving these long-term strategic targets, building on the excellent work done by ENAR until now.

ENAR has, therefore, identified a number of outcomes necessary to accomplish the desired step change. Accordingly, ENAR must:

- Pull a number of policy change 'levers' beyond EC Directorate General for Employment and Social Affairs in the legislation & policy arena
- Foster the articulation of a new progressive narrative on diversity and migration, responding to the concerns and fears of European citizens
- Put in place a new Network development model that helps build the NCs
- Reach financial independence and sustainability / higher levels of funding
- Be seen as the leader in its field - the sought-after voice
- Deliver valued services
- Develop a consistent relationship management
- Reach governance and management maturity

3.1 Future strategic directions for ENAR: articulating longer and shorter term strategic objectives

a. ENAR in 2030

1. ENAR is financially self-sustaining (i.e. not dependent on any one funder for its survival which means no funder will provide more than 20% of its income, the rest of which will be derived from foundations, paid for services, etc.)
2. The narrative has permeated across the EU public and the discourse on diversity and migration is utterly positive, fostering a culture conducive to the full implementation of human rights and equality
3. ENAR's mission is revised and adapted to the new challenges of the time

b. ENAR in 2020

1. The commitment to the new meta-narrative by EU institutions and other actors (e.g. media, political parties, educational institutions, etc.) is realised
2. ENAR has solid alliances with new stakeholders (including movers & shakers of the political and media spheres) and is their key reference point
3. NCs are fully developed in all Member States (i.e. they are independent and financially self-sustaining)

c. ENAR in 2016

1. The ENAR Foundation is capitalised and operational
2. ENAR has reached mid-point in the implementation of the NC development strategy
3. There is a strong visibility of ENAR across the EU and a high visibility of all NCs in their countries
4. ENAR is seen as the driver of the anti-racist agenda across the EU and impacts on EU policies such that there is a culture of race equality mainstreaming across the board
5. The narrative approach is shared by the wider NGO community at national level
6. The governance & management maturity of ENAR is embedded
7. Alliances with new sectors and agencies are fully operational

d. ENAR in 2013

1. NC development strategy with EC and business community is agreed
2. Strategy for sustainable resource base and diversification of the funding base is in place
3. Impactful service delivery processes and higher visibility are achieved
4. Governance & management documentation is embedded
5. The new narrative is articulated and bought-in by the EC and ENAR's corporate partners
6. Strong alliances are built with key partners at EU level

4. Strategic goals and objectives for the period 2011-2013

The network has identified three strategic goals for the period 2011-2013.

I. Articulate and promote a progressive narrative on equality and diversity

ENAR's strategic goal is to articulate and promote a narrative that recognises the benefits of a racism-free Europe and the vital importance of equality and diversity to a vibrant European society and economy.

ENAR will pursue the following objectives:

1. *Articulate and promote a whole society vision guaranteeing "security, equality and prosperity for all" by maximising the potential of all, towards developing confident and strong communities, integrated and cohesive societies, as well as a stable and prosperous Europe*
 - 1.1. Collaboratively carry on research to develop and articulate the narrative
 - Study the various dimensions (political, legislative, social, cultural, human, economic) needed to support equality in practice
 - Identify and promote "hidden talents": what are the consequences and loss of benefits of not maximizing the potential and talents of ethnic and religious minorities and the immigrant population?
 - Study the various ways a whole society vision could be articulated taking into account the different regional contexts, challenges and traditions within the European Union as well as the multiplicity and diversity of stakeholders involved
 - 1.2. Collectively articulate the new narrative
 - Articulate the concept of a progressive narrative on diversity based on research and grassroots expertise from among ENAR members and the broader community of "equality stakeholders"
 - Develop and adopt a common language to promote the narrative
 - Acquire and share new knowledge to enrich the narrative
 - 1.3. Promote the narrative inside and outside the anti-racist civil society through a targeted approach
 - Ensure the endorsement and ownership of the narrative by ENAR membership
 - Reach high visibility for the narrative by developing a comprehensive external communication strategy and by targeting critical leverage points through high level alliances with public authorities, businesses, educational institutions, trade unions, media, culture and sport actors, etc.
 - 1.4. Ensure that cross-cutting issues are integrated and mainstreamed in ENAR policy activities
 - Enhance comprehensive strategies to respond to multiple discrimination and the intersection between racism and other forms of discrimination such as gender, disability, sexual orientation, age, and religion or belief, with a specific focus on the latter

- Develop expertise in the field of discrimination on the grounds of religion and belief that affects minority ethnic communities or national minorities
- Enhance operational alliances with relevant stakeholders and actors

2. *Engage in the implementation of the narrative through the fight against racism, discrimination, xenophobia and related intolerance in Europe*

2.1. Promote a culture of respect of fundamental rights where racism, discrimination, xenophobia and related intolerance are neither tolerated nor condoned

- Advocate for and encourage the development of an effective policy response to counter the appeal of the far right and xenophobic populist discourses
- Ensure adequate protection and legal redress for those experiencing racial and related discrimination as well as racial or social segregation
- Raise awareness of the negative impact of security measures and ethnic profiling on equality and good relations
- Encourage the development of an effective policy response to racial violence and hate crime
- Promote comprehensive strategies to support and compensate the victims of discrimination
- Guard the focus on anti-racism in European fundamental rights policy
- Ensure that diverse European Union funding programmes support anti-racism and that anti-racist civil society organisations can access them
- Monitor trends in anti-racism policies in the EU Member States

2.2. Promote effective participation of ethnic and religious minorities in all spheres of society, including specifically employment, public administration, education, culture, sport, etc.

- Enhance the capacity of the Europe 2020 strategy and of EU policies to address the needs of ethnic and religious minorities
- Enhance strategies to respond to multiple discrimination, including the intersection between racism and other forms of discrimination such as gender, disability, sexual orientation, age, and religion or belief
- Promote strategies to combat institutional discrimination and encourage the use of positive action measures
- Enhance strategies to combat poverty and social exclusion of ethnic and religious minorities
- Contribute to further analysis and promotion of new equal treatment concepts
- Promote and support Roma anti-discrimination and inclusion strategies

2.3. Promote the development of progressive migration and integration policies

- Promote a positive approach to migration and shape an intercultural ethos respectful of diversity in all spheres of society
- Work towards full political, social, economic and cultural participation of third country nationals
- End discrimination on the basis of citizenship and nationality, and ensure the right to mobility for all is respected (inside and outside of the EU)
- Promote progressive and comprehensive integration strategies, including equality and diversity policies as a necessary part of such strategies

II. Enhance the capacity of the network to deliver its strategy

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

ENAR will pursue the following objectives:

1. *Conduct and implement an in-depth structural review of the network*
 - Review the governance and structure of decision-making bodies, with a drive towards more decentralisation in favour of reinforced regional structures
 - Ensure that a division of roles and tasks is clearly specified at national level between board members and national coordinators
 - Review the membership model to allow for more flexible membership/association structures
 - Embed governance and management documentation
 - Ensure implementation of the agreed structural review of the network
2. *Explore the development of sustainable regional structures*
 - Define the remit, the role, and the functions of future regional structures
 - Review the governance structure accordingly
 - Start the implementation of the new structures
3. *Enhance the capacity of the National Coordinations both on issues of content and of methodology and governance*
 - Develop and begin implementing the NC development strategy with the support of all relevant stakeholders, from public institutions to private partners as relevant to the context, at European and national levels
 - Develop operational alliances with new sectors and agencies at European and national levels
 - Encourage and strengthen the development of horizontal synergies between the NCs
 - Strengthen the support to NC advocacy, lobbying and watchdog activities, as appropriate, both between members and from the Secretariat.
4. *Enhance engagement and ownership of Board, Bureau, Secretariat, National Coordinations and regional structures*
 - Improve synergies and visibility of actions between national and European levels and ensure coherence across activities
 - Improve communication channels and develop organisational tools such as a membership database, to facilitate interaction between the different levels of ENAR governance and management
 - Ensure targeted and timely interaction, cooperation and communication between the Secretariat and membership
5. *Develop a comprehensive communication strategy for the network*
 - Define overall communication objectives to be achieved, including the communication around the progressive narrative

- Identify target audiences for ENAR's communication strategy
- Develop and tailor key messages for the different target audiences of the network
- Elaborate tactics, tools and activities to communicate ENAR's key messages to target audiences in order to maximise ENAR's policy and advocacy impact

6. Enhance the mainstreaming of diversity and non-discrimination in ENAR's own structures

- Develop strong human resources and quality management standards
- Ensure diversity and non-discrimination in recruitment
- Enhance gender balance in all ENAR statutory bodies
- Put in place measures aiming at making ENAR activities or services accessible to persons with disabilities
- Ensure in-depth equality monitoring in all ENAR actions

III. Making a step change towards financial stability and sustainability

ENAR's strategic goal is to guarantee the financial stability and sustainability of the Network by attracting public, corporate and private funding.

ENAR will pursue the following objectives:

1. Develop and adopt a strategy for sustainable resource base and support the development of such a strategy for the NCs
2. Ensure the endorsement of foundations or organisations / academic institutions
3. Put in place a running donation scheme for individuals
4. Reach out to financial endowment to support ENAR

In fulfilling its mission, ENAR will ensure that its activities respond to the needs of all communities that experience racism and related intolerance in Europe. Racism is experienced in many different forms, including: colour racism, racism against Roma, Sinti and Traveller communities, Islamophobia and anti-Semitism, as well as by other vulnerable communities including third country nationals and mobile European Union nationals.

5. Realising the strategic plan 2011-2013

5.1 Financial parameters

The financial parameters of the implementation of the 2011-2013 strategic plan will play a crucial role in helping the organisation to deliver its mission. Figures given are based on ENAR's operating budget in previous years.

ENAR's budget projections amount to approximately € 5.275.000,00 over three years.

| | 2011 | 2012 | 2013 |
|-----------------------------------|--------------|--------------|--------------|
| Projected Operating budget | 1.580.000,00 | 1.755.000,00 | 1.940.000,00 |

Meeting the financial targets of ENAR's strategic plan will require an operational medium term fundraising strategy whereby ENAR will consolidate its relations with the European Commission - ENAR's main funder - and develop strategic alliances with companies and European foundations in the context of the overall goals of the strategic plan.

In addition to consolidating its position under the European Commission's PROGRESS programme, ENAR will need to secure from 18,45% to 20,45% co-funding over the course of the three year implementation, or approximately 291.510,00 euros to 396.730,00 euros.

5.2 Measuring progress

As part of this strategic plan, ENAR will continue to foster a culture of learning and performance management. The organisation will refine its evaluation tools aiming at measuring progress and improving its operating effectiveness.

Each year ENAR will continue to produce a detailed work plan to support the delivery of the longer term goals and objectives of the strategic plan, for which a set of key performance indicators (KPIs) has been developed. These indicators:

- 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 revised strategic planning round in three years
- Meet the European Commission's requirements and other stakeholders' expectations for quality data

These indicators are set out in the context of a three year cycle of evaluation activities that include:

- A single three-year evaluation logframe, that comprises close to 55 KPIs
- A common programme with the other anti-discrimination NGOs networks that enables cross-organisational learning
- 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 Key KPIs that also includes a triennial report on the delivery of the strategy as well as annual performance reports.