#### Communication Strategy 2014-2017

**Introduction**

This is a general strategy to guide ENAR’s overall communication work for the period 2014-2017. ENAR’s communication strategy aims to support the implementation of ENAR’s strategic objectives for 2014-17. This strategy can also be used by ENAR members and national platforms to enhance their communication on ENAR-related issues.

This strategic document is complemented by a plan/matrix detailing objectives, audiences, communication tools & channels, and timeframe – the latter is a ‘living’ document which will be reviewed annually to make any necessary changes that will ensure it is still relevant and effective.

***Review of current situation***

*What is working:*

* Social media: posting photos on Facebook and Twitter; increasing number of followers on Twitter; use of social media ahead of key events
* Media relations: increasing visibility in the EU media; involvement of ENAR members in op-eds/media work; proactive and timely media reactions
* New website
* Opportunities offered by webzine
* Newsletters: Weekly Mail for members; Equal@work Mail
* Use of infographics/video
* Exhibition in EP in September 2013

*What could be improved:*

* More retweets/interactions on Twitter
* Tailor-made and targeted advocacy messages and communication tools
* Format, design and content of reports
* Communication to reach out to minorities/potential members
* Lack of use of videos, podcasts
* Communication to members: too much, too technical

*Lessons learned:*

* Use more targeted communication and different levels of communication
* Have an effective and up-to-date contact database to reach the right target audiences
* Promote voices and stories of people on the ground
* Develop media visibility in influential mainstream national media
* Improve use of infographic and audiovisual communication tools, including to promote events/what ENAR secretariat & members do/inform on an issue (podcasts, videos)
* Develop use of blogs and vlogs to promote our messages/make our members’ work visible

## Strategic approach

ENAR’s communication work aims to support advocacy work on strategic priorities by raising awareness of target audiences and empowering them to take action; and to raise the profile of ENAR as a leading anti-racist NGO network. ENAR will achieve its communication objectives by using a mix of media and non-media communications activities.

Priority will be given to the following:

* **Focused media relations:** The media is a cost effective means of getting our messages across to key target audiences. Identifying and targeting influential media within EU media, key mainstream national media and national community media will support advocacy on our strategic priorities.
* **Targeted and strategic website and social media presence:** Social mediamakes it possible to bring our messages to broader and more diverse audiences in a more direct and conversational way. An increasing number of our key stakeholders are present on and using Facebook and Twitter and reaching out to them and interacting with them on these platforms will support our advocacy work on strategic priorities.
* **Targeted and multi-tiered ‘promotional’ material:** The use of different levels and types of communication (leaflets, fact sheets, infographics, audiovisual material, social media) to promote our advocacy work (e.g. research, report, etc.) will enable ENAR to target its advocacy messages more effectively and make them more accessible to different target audiences.
* **Cooperating and using synergies with ENAR members’ work:** ENAR will be able to optimise its communication by ensuring a proactive participation of ENAR members in its communication work (media, social media) and promoting ENAR members’ work at national level (production of videos, publications,…) through its communication channels (e.g. website, blog, podcasts, etc.)

With this approach, we aim to take ENAR’s communication to another level and effectively reach our different target audiences. We aim to make our communication more strategic, targeted and creative, and use different levels of communication. In order for this to happen, communication must be a priority for all members of staff.

***Assumptions***

The implementation of this strategy depends on the following assumptions:

* ENAR continues to receive sufficient funding and allocate an appropriate budget to communication activities.
* No ‘internal’ crisis tarnishes the current relatively good reputation of ENAR.
* All staff understand the importance of communication in their work and there is sufficient staff responsible for communications work.
* ENAR members communicate their work with ENAR.
* The political and economic situation in Europe remains conducive to ENAR’s advocacy priorities.

## Communication objectives

The strategic priorities highlighted above will guide how ENAR will communicate with target audiences to achieve the following objectives.

1. **Communication objectives in relation to ENAR Strategic Objective 1: Adoption of stronger and more effective EU legislation regarding hate crime:**

* Inform target audiences on the current situation regarding racist crime and empower them to take action

Policy developments and data analysis of the current situation of racist crime and violence across the EU will be communicated to target audiences to:

* encourage members to advocate for better monitoring and protection of victims at a national level
* build capacity within the membership to monitor racist crime and violence
* build a coalition of supporters to exert pressure on the Commission to propose new legislation, and on the European Parliament and Member States to adopt it

***Primary target audiences:***

1. EU Commission – DG Justice
2. MEPs: LIBE committee; ARDI
3. Secretariats of EP political groups/parties
4. EU member state Perm Reps – advisors JHA
5. EU Council presidencies
6. Relevant national ministries

***Secondary target audiences:***

1. ENAR member organisations
2. NGOs working on racist violence/victim support
3. FRA
4. EU civil society: Social Platform; anti-discrimination networks; Amnesty; HRW?; Victim Support Europe
5. International organisations: OSCE ODIHR; CoE
6. **Communication objective in relation to ENAR Strategic Objective 2: Adoption by the European Council of sustainable framework strategies for the inclusion of key victimised communities (People of African Descent/Black Europeans, Roma, Muslims and Jews), taking into account the intersectionality with a migration background, gender and other diversity grounds:**

* Raise target audiences’ awareness of the existence of specific forms of racism in Europe and empower them to take action.

Data on specific forms of racism affecting key victimised communities across the EU and evidence of the need for specific actions to address these will be communicated to target audiences to:

* encourage members representing victimised communities to advocate for the adoption of EU framework strategies
* advocate for the political recognition of specific forms of racism
* build a coalition of supporters to exert pressure on the EU institutions to adopt EU framework strategies
* strengthen solidarity between different communities

***Primary target audiences:***

1. EU Commission – DG Justice; DG Home
2. MEPs: LIBE committee; EMPL committee; ARDI; minority MEPs
3. EU member state Perm Reps – advisors JHA (?)
4. EU Council presidencies
5. Relevant national ministries

***Secondary target audiences:***

1. ENAR member organisations – especially community-led
2. Other NGOs representing minority communities
3. FRA
4. International organisations: UN OHCHR; CoE ECRI; OSCE; US Helsinki Committee
5. EU civil society: Amnesty; OSF; ERPC; EWL; HRW
6. Academics
7. Third country governments: US, South Africa
8. **Communication objective in relation to ENAR Strategic Objective 3: Adoption of an EU framework on equality data collection requiring that Member States collect comparable sets of equality data in full respect of fundamental rights and data protection standards in order to measure inequalities, plan inclusive public policies and monitor their implementation:**

* Raise target audiences’ awareness of the benefits of equality data collection and the need for EU legislation and empower them to take action.

Policy developments and evidence of the benefits of equality data collection in the EU will be communicated to target audiences to:

* develop the demand for equality data collection disaggregated by racial/ethnic origin by migrant and minority communities themselves
* broaden and strengthen a coalition of various stakeholders in developing an EU framework on equality data collection
* promote research in the area and developing fact and needs based policy positions
* generate a positive narrative about equality data collection
* advocate relevant Council of Europe, EU and national institutions on the topic

***Primary target audiences:***

1. EU Commission – DG Justice; Eurostat
2. MEPs: LIBE committee; EMPL committee; ARDI
3. EU member state Perm Reps – advisors JHA (?)
4. EU Council presidencies
5. Relevant national ministries

***Secondary target audiences:***

1. ENAR member organisations
2. Minority-led NGOs
3. FRA
4. Equality bodies
5. EU civil society: OSF; MPG; Social Platform; Amnesty; anti-discrimination networks
6. Data protection authorities
7. National demographic institutions
8. Companies committed to diversity (including partner companies)
9. Local authorities
10. **Communication objective in relation to ENAR Strategic Objective 4: The Equal@work platform is the European hub bringing together businesses, social partners, NGOs, public authorities and academics committed to diversity and inclusion:**

* Inform target audiences of the Equal@work platform, of the need for CSR policies focusing on ethnic diversity, and encourage them to engage.

The Equal@work platform’s work and approach, best practices on diversity at work, as well as evidence of the need for ethnic diversity at work will be communicated to target audiences to:

* strengthen and broaden the “diversity management” community within the membership of ENAR
* identify and transpose good practices between different Member States
* Improve the engagement of partner companies, broadening their pool, reaching out to SMEs
* support employers – public and private – to make ethnic, cultural and social origins a central concern of their diversity/CSR policies

***Primary target audiences:***

1. Employers: current Equal@work partners; multinational private companies committed to diversity; public employers committed to diversity
2. EU business federations: CSR Europe; Business Europe; UEAPME
3. ENAR member organisations – especially working on diversity management/employment
4. Social partners: ETUC; national trade unions; Social Platform

***Secondary target audiences:***

* 1. EU Commission – DG Employment; DG Internal Market
  2. Equality bodies
  3. Academics

1. **Communication objective in relation to ENAR Strategic Objective 5: ENAR membership is an inclusive, constructive, non-partisan and progressive “anti-racist European constituency”**

* Raise target audiences’ awareness of the importance of political participation and election mobilisation, inform them of ENAR’s mobilisation strategy, and empower them to mobilise themselves.

ENAR’s community mobilisation strategy, as well as tools for community building and political mobilisation will be communicated to target audiences to:

* mobilise our communities at national level around elections with the view to empower them to become active contributors in the civic life in their country of residence
* develop and spread concrete progressive narratives to counter xenophobic discourses and empower local to national decision makers to engage with and for our communities
* share and disseminate lessons learned from the pilot projects in community mobilisation during the EP campaign of 2014
* develop cross-community support mechanisms and partnerships at national and European levels to increase impact of community mobilisation

***Primary target audiences:***

1. ENAR member organisations
2. Minority-led NGOs

***Secondary target audiences:***

1. Like-minded NGO networks at European and national levels
2. NGOs currently doing political mobilisation

**6. General communication objectives in support of advocacy objectives**

* Develop and improve ENAR's offline and online communication tools to raise the profile of ENAR as a leading anti-racist NGO network, at both EU and national levels
* Maintain and develop media relations with EU media, key national mainstream media, and national ‘community’ media
* By 2015:
  + Develop relationship with at least 5 key journalists based in Brussels, in line with strategic priorities
  + Identify and develop relationship with at least 5 national community media
  + Identify at least 20 national media spokespeople among ENAR membership
  + Have coverage in at least 50 media outlets on strategic priorities
* By 2016:
  + Develop relationship with at least 8 key journalists based in Brussels, in line with strategic priorities
  + Identify and develop relationship with at least 5 national community media
  + Involve members in EU media work at least 5 times and cooperate with members on national media at least 5 times
  + Have coverage in at least 70 media outlets on strategic priorities
* By 2017:
  + Develop relationship with at least 8 key journalists based in Brussels, in line with strategic priorities
  + Identify and develop relationship with at least 5 national community media
  + Involve members in EU media work at least 5 times and cooperate with members on national media at least 5 times
  + Have coverage in at least 100 media outlets on strategic priorities
* Ensure that ENAR has a coherent, regular and effective presence online and on Facebook and Twitter
  + By 2015
    - Develop at least one Twitter campaign on one of our strategic priorities
    - Have at least 4,000 engagements on Facebook and 1,000 interactions on Twitter
    - Profile ENAR Director twitter account
    - Publish at least 5 blog posts, in line with strategic priorities
* By 2016
  + Have at least 5,000 engagements on Facebook and 1,500 interactions on Twitter
  + Have at least 30 key influencers follow ENAR (journalists, MEPs, public figures)
  + Develop 1 paid Facebook campaign on one of our strategic priorities
  + Publish at least 5 blog posts, in line with strategic priorities
* By 2017
  + Have at least 6,000 engagements on Facebook and 2,000 interactions on Twitter
  + Have at least 50 key influencers follow ENAR (journalists, MEPs, public figures)
  + Publish at least 5 blog posts, in line with strategic priorities
* Make use of targeted and multi-tiered levels of communication
* By 2015
  + - Develop multi-tiered communication tools (report - factsheet/infographic - targeted e-newsletter) for at least two strategic priorities
    - Produce at least 2 podcasts or videos on one of our strategic priorities
* By 2016
  + - Develop multi-tiered communication tools (report - factsheet/infographic - targeted e-newsletter) for at least two strategic priorities
    - Produce at least 2 podcasts or videos on one of our strategic priorities
* By 2017
  + - Develop multi-tiered communication tools (report - factsheet/infographic - targeted e-newsletter) for at least two strategic priorities
    - Produce at least 2 podcasts or videos on one of our strategic priorities
* Develop effective communication channels and synergies with members
  + - By 2015
      * Disseminate weekly mail to ENAR members
      * Assess functionalities of Members’ Area
      * Communicate ENAR members’ actions at least twice monthly, in line with strategic priorities
      * Have at least 5 communication contributions by ENAR members (op-ed, blog, social media…)
    - By 2016
      * Disseminate weekly mail to ENAR members
      * Develop new functionalities for members’ Area according to needs
      * Produce one video targeted at ENAR members
      * Communicate ENAR members’ actions at least twice monthly, in line with strategic priorities
      * Have at least 7 communication contributions by ENAR members (op-ed, blog, social media…)
    - By 2017
      * Disseminate weekly mail to ENAR members
      * Communicate ENAR members’ actions at least twice monthly, in line with strategic priorities
      * Have at least 7 communication contributions by ENAR members (op-ed, blog, social media…)
* Develop a coherent and recognised ENAR identity/brand
  + By 2015:
    - Register ENAR trademark
    - Develop ENAR’s elevator pitch and 10 key soundbites and ensure all staff and Board members know and use them
  + By 2016
    - Produce ENAR brand identity guidelines (including organisational values) for ENAR staff and members
  + By 2017
    - Ensure all ENAR staff and all NPCs implement brand identity guidelines when using ENAR brand

## Evaluation/indicators

* Media monitoring – measuring quantity, quality (length of stories, placement of stories) of both proactive and responsive media activity
* Social media analytics
* Website analytics: visits, views, average duration on website
* Members’ area analytics + survey of ENAR members
* Dissemination reach
* Attendance at events