**Communication and media – strategy 2017**

**What is the problem and what is the impact of the problem?**

***Problems relating to media:***

* Stereotyping and negative/inaccurate media reporting on minorities/migrants
* Lack of representation of ethnic & religious minorities in media outlets
* Lack of regular visibility of anti-racism advocates and of minorities in mainstream media
* Difficulties in raising interest of media (especially Brussels-based) on racism issues (especially if not related to migration)
* Lack of EU-wide media constituency – pan-European English media
* Influence of xenophobic narratives on media discourses and reporting
* Online hate speech – role of social media in disseminating hate speech

***Internal issues:***

* Lack of strategic communications
* Lack of visual and accessible communication materials
* Lack of story-telling, stories from the ground
* Lack of engagement/interaction on social media
* Communication with members: too much, too detailed, not targeted, mainly one-way
* ENAR’s achievements are not known to funders/members/decision makers

***Impact of the problem:***

* The media shapes public opinion and people’s negative perceptions of ethnic and religious minorities in Europe. It’s the main source of info regarding minorities (as many majority population don’t interact with minorities)
* Wider impact on policy and decision makers and adoption of restrictive policies in relation to minorities/migrants
* Consequences of hate speech for minorities and potential escalation to violence
* Lack of questioning of the dominant discourse on minorities/migration and racism and discrimination remain unchallenged
* Voices of minorities are not (sufficiently) heard
* Advocacy is not fully supported by communication work and is less effective as a result
* Mobilisation through social media limited
* Potential funding/membership repercussions due to lack of/inefficient communication on achievements

**What is ENAR aiming to achieve in response to the problem? What is the change we want to see?**

***Long-term***

* ENAR’s advocacy work is supported and reinforced by effective communications and media strategies.
* ENAR’s profile in Brussels and at national level increases through reactive and proactive media coverage on specific anti-racism issues and ENAR’s strategic priorities.
* ENAR is positioned as the leading anti-racism organisation with the Brussels-based press corps and as a credible source of information on anti-racism issues for the media.
* ENAR members are kept up-to-date and informed about news and opportunities on EU-focused work in a targeted manner and clear channels of communication between the secretariat and members are in place.
* The voices and stories of people affected by racism are heard by decision and policy makers and impact their decisions.
* Minorities and migrants’ are represented as actors on their own lives
* Media are more diverse and representative of the European population
* There is a large mobilisation of communities affected by racism and their allies on social media – some could lead to change in policy, practice or mentalities
* Counter-narratives?
* ENAR communicates regularly and effectively to (potential) funders, members and stakeholders about its achievements and impact.

***2017***

* Strategic communication for each portfolio is developed – in cooperation with portfolio leader
* Mediacoverage on strategic priorities is ensured in at least … influential media outlets (EU and national) [develop quantitative targets/indicators]
* ENAR’s social media presence and interaction has increased [develop quantitative targets/indicators]
* Communication channels with members are simplified and targeted through tailored emails/shorter content/… (tbd)
* Our current funders and members know about our achievements and impact in 2016/17 and talk about it/provide feedback [difficult to measure?]

**What are the barriers?** *Power analysis*. *What is your analysis of the key forces driving/blocking such a change? What economic or political interests are threatened/promoted by the change? Which groups are drivers/blockers/undecided? Is it visible (rules and force) or invisible (in people heads – norms and values) or hidden (behind the scenes influence). Who do the key players listen to (because that may help us decide on our alliance strategy).*

Blockers:

Drivers: community-led media

Challenges linked to the changing media industry: lack of or inadequate knowledge about ethnic and religious issues among journalists; financial difficulties in the media sector, which leads to overloading of reporters and lack of time to prepare reports.

**What are the change hypothesis/assumptions? Opportunities?** *How is the change we are discussing likely to take place? What alliances (e.g. between sympathetic officials or politicians, private sector, media, faith leaders or civil society) could drive/block the change? What would strengthen the good guys and weaken the bad – e.g. research and evidence, pressure from people they listen to (who are they?)  or mobilisation in the street? Can you foresee any likely ‘critical junctures’: new governments; changes of leadership; election timetables when change is more likely to occur?*

***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.

***Opportunities:***

* Harness the potential of social media
* ‘Friendly’ journalists - media can contribute to shifting the debate
* ‘Community’ media as a means of mobilising communities/reaching out to communities
* Some members have good media relations/comms material => use them

**How will we respond to achieve the desired outcomes? Activities. Actions**

In terms of thematic activities, to check according to thematic portfolios’ objectives/expected changes in 2017 – some are already clear:

* Focus on migration: hidden talents? Stories from the ground? Develop comm strategy
* Communication work around migration shadow report
* Equality data push
* Roma book
* Employment shadow report update
* Media
  + Generate press coverage in international, national, Brussels-based and community media on ENAR strategic priorities
  + Implement a media relations programme which includes: pro-active media liaison; pitching stories and spokespeople; organising interviews; providing media briefings; drafting press releases, writing op eds; and responding to media requests
  + Undertake crisis media work, ensuring ENAR responds in an effective and timely manner to key external and internal developments.
  + Organise media briefings/conferences if relevant
* Develop coherent, regular and effective presence online and on Facebook and Twitter
  + Develop one Twitter campaign on relevant strategic priority (tbd)
  + Twitter chat on relevant strategic priority? (tbd)
  + Develop visuals/data visualisation for use on social media for relevant strategic priorities (tbd)
  + Develop social media calendar/tools
  + Review blog options/possibilities/review webzine
* Targeted and visual communication
  + Develop multi-tiered communication tools (report - factsheet/infographic - targeted e-newsletter - video) for relevant strategic priorities (tbc)
  + Database
  + Targeted and timely distribution of printed material (reports,…)
* Develop effective communication channels and synergies with members
  + Review and improve weekly mail to ENAR members/develop other channels/tailored lists
  + Review use and usefulness of online members’ area
  + Communicate ENAR members’ actions at least twice monthly, in line with strategic priorities
* Communicate about ENAR achievements/impact and brand
  + Impact-oriented annual report and use of story-telling
  + Develop 10 key soundbites and ensure all staff and Board members know and use them
  + Update/develop new ENAR promotional leaflet
  + Produce ENAR brand identity guidelines (including organisational values) for ENAR staff and members