***Membership***

1. What is the problem and what is the impact of the problem?
	* Civil Society organisations failed to mobilise local communities for greater engagement
	* Sustainability of CSOs is constantly challenged as grassroots organisations are running mainly on volunteer basis
	* Lack of leadership from certain communities at risk to advance a more progressive agenda
	* Lack of engagement of strong mobilisers/movements such as the youth movement
	* Risk of fragmenting the cause while prioritizing one agenda against the other
	* Distance between the EU agenda and the community priorities
	* Grassroots: what is EU for grassroots and what is grassroots for the EU?
	* Language: use of language and terminology that communities, organisations and people can identify with
	* Mistrust amongst ethnic and religious communities
2. What is ENAR aiming to achieve in response to the problem? What is the change we want to see? *Outcomes* (1. Change in law, policy and standards 2. Change in practices and accountability 3. Change in mobilisation à all of which to impact change in people’s lives)

***Change in law, policy and standards***

- Law and policy standards: CSOs and members of ethnic and religious minorities participate in ENAR decision-making processes and are engaged and mobilise in research, communication, and policy work of ENAR

***Change in practices and accountability***

* Network Development: ENAR aiming at prioritizing local training sessions of each strategy for its member organisations
* Network Development: ENAR National Platforms ready to promote initiatives and connect with members at national level
* Funding: Extra internal fund allocated to develop national and local projects
* Funding: Influence Member States to devote more funds for CSOs working in the field of minority rights

***Change in mobilisation***

* Dialogue: European Institutions and Member States willing to jointly cooperate with CSO actors in the implementation of their action plans or programmes related to discrimination, social inclusion, employment and any other social right touching ethnic and religious minorities and migrants
* Empowerment: ENAR members are will equipped to protect the victims of racial, ethnic and religious discrimination
1. 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).*

Drivers:

* Citizens: Greater civic engagement on issues related to migrants reception and intra-community dialogue between Muslim and Jewish organisations
* Citizens: Greater public awareness of issues related to discrimination through social media campaigns and tools (No hate speech movement, Tell Mama, etc).
* Funders: Engagement from stakeholders and foundations providing financial support to projects to combat discrimination
* Political representation: Ethnic and religious minorities more represented in the governmental structures at national level

Blockers:

* Far-Right groups: promoting the negative impact of migrants, ethnic and religious minorities and promoting mistrust amongst different communities
* Violence against Human Rights Defenders: CSO actors and activists are attacked when protecting victims of discrimination or when advocating for a more support to vulnerable communities
* Authorities: European and national institutions promoting counter-terrorism measures that can undermine human rights and encourage a toxic climate of suspicion and scapegoating

Allies:

* Civil society organisations
* Think Tanks
* Foundations
* Media
* International organisations providing training (OSCE, ODHIR, Council of Europe)
	+ Lack of leadership from certain communities at risk to advance a more progressive agenda
	+ Lack of engagement of strong mobilisers/movements such as the young movement
	+ Risk of fragmenting the cause while prioritizing one agenda against the other
	+ Distance between the EU agenda and the community priorities
	+ Grassroots: what is EU for grassroots and what is grassroots for the EU?
	+ Language: use of language and terminology that communities, organisations and people can identify with
1. 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?*
	* Citizenship engagement: potential promotion of awareness raising campaigns or social media actions to sensibilise the support of MS citizens
	* Political participation/representation: Minorities more engaged and represented in the dialogue with authorities and potentially being leaders of local bodies
	* Narrative: a strong narrative which could be streamlined with consistent policies and measures
	* Funding: there is enough funding allocated for national projects and initiatives
	* Engagement: there is consistent and ongoing cooperation between ENAR and other stakeholders
	* Human resources: there is enough experts and human resources available at national level to implement ENAR’s activities
	* Reputation: ENAR is a strong and reliable partner and CSOs and member organisations maintain the trust in its work
2. How will we respond to achieve the desired outcomes? Activities. Actions
* National actions : support national projects promoting ENAR’s strategies at national level
* Event: organise an European meeting with the Coordinators with the National projects
* Capacity building: Communication Online training for Project Coordinators on ENAR’s strategies
* Capacity building: Online training of each strategic portfolio for members
* Enlargement: Recruit new members in countries with less than 3 affiliated organisations
* Enlargement: Recruit migrants-led organisations in countries of the Mediterranean region and in Turkey
* Enlargement: Recruit Jewish-led organisations with an advocacy or community mobilisation profile
* Membership: Convey a satisfaction survey with members every three years
* Membership: Ensure that the network development approach is incorporated in the National projects with better members engagement
* Membership: Ensure transfer of knowledge and good practices among member organisations throughout the implementation the National projects
* Membership: Provide more targeted and concise information to members
* Membership: Further involve member organisations in the discussions with decision-makers
* Membership: Continue to promote success initiatives of member organisations
* Monitoring: Monitoring the implementation of national projects
* Reporting: Reporting to the Funders on the results of 15 National Projects
* Assessment: Analyse the impact of the results of national actions implemented under the 15 National Projects