

Evaluation of ENAR's performance and impact up to 2019

***Identification of issues, challenges, opportunities and
recommendations for ENAR Strategic Plan 2022-2024***

Presentation of key findings and recommendations

Version for ENAR General Assembly on 15th May 2020

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Introduction

❖ Context

- The European Network Against Racism (ENAR) is the only pan-European network combining racial equality advocacy with building a strong network of anti-racist organisations across Europe, including the UK.
- The overall objective of ENAR is to end structural racism in the European Union and to build structures, institutions and attitudes based on race equality and equal distribution of power, privileges and rights.

❖ Context of Evaluation

- Ongoing evaluation of work performance on a regular basis and upon finalisation of each work programme period is an integral part of ENAR's way of working.
- ENAR is now preparing to renew its strategic plan for 2022-2024. Being halfway through its current strategic plan 2019-2021, ENAR initiated an assessment to measure progress towards its current strategic objectives and impact, with a view to also consider the perceptions of ENAR's role and impact carried on from previous years.

Evaluation Objectives

The evaluation is crucial for ENAR to ensure its relevance and efficiency for racialised people, and must respond to the following objectives:

1. To assess the relevance and quality of ENAR's work and its impact on those ENAR is seeking to influence on the European level.
2. To solicit and analyse the views of ENAR's members, regarding the work that ENAR does, in terms of relevance, quality and impact; including the members' appreciation of the services provided by ENAR.
3. To identify issues, challenges and opportunities and draft recommendations for ENAR Strategic Plan 2022-2024.

Methodology

❖ Evaluation methods

- Systemic analysis
- Theory-based approach
- SWOT analysis

❖ Data collection methods

- Document review
- Online surveys
- Personal interviews (in-person and phone-based)
- Focus group discussions

General observations (1/2)

Despite being a relatively small organisation, having (few working staff / paid human resources), ENAR has managed to forge strong and extensive stakeholder relationships on multiple levels: European, national/member state level, individual member organisations, individual experts and activists etc.

Strengths / Opportunities	Challenges / Threats
<ul style="list-style-type: none"> Recognised as the voice of the grassroots anti-racism activist organisations in Europe 	<ul style="list-style-type: none"> More of a Brussels' organisation than an European organisation – not reaching out beyond EU circle
<ul style="list-style-type: none"> ENAR Secretariat is keeping racism on the EU agenda, highlighting hypocrisy and shortcomings of EU policies 	<ul style="list-style-type: none"> Changing circumstances in EU - Need to re-evaluate aims and mission. More visibility and hands-on network needed at EU and national levels
<ul style="list-style-type: none"> Forthcoming in establishing objectives and communicating on the activities planned to achieve them. 	<ul style="list-style-type: none"> Information regarding successes or failures of achieving the outlined goals is not systematically provided. It would be valuable to obtain results from advocacy, collect data & publish the same.
<ul style="list-style-type: none"> Proactive and transparent organization with regard to goals and objectives 	<ul style="list-style-type: none"> Less transparency on internal organisation

* Source: Interviews, Surveys, Focus group discussions

General observations (2/2)

Strengths / Opportunities	Challenges / Threats
<ul style="list-style-type: none"> Joining forces: ENAR is looked upto to unite the network into a an anti-racism movement 	<ul style="list-style-type: none"> Far-right ideology, nationalism and politicians on the rise in Europe
<ul style="list-style-type: none"> Immense quantity and high quality data available on the ENAR website 	<ul style="list-style-type: none"> Website not userfriendly - full potential of the valuable data and information not reached
<ul style="list-style-type: none"> The GA's are valuable sessions - informative, offer networking opportunities with like-minded organisations and individuals. 	<ul style="list-style-type: none"> Lack of clarity on exact number of members, associated members in ENAR network – minimal membership engagement.
<ul style="list-style-type: none"> Potential to be more effective by increasing visibility and presence at the national level in the different European countries. 	<ul style="list-style-type: none"> Credibility and visibility at the national level – a few active members vs the many anti-racism organisations

Overall, ENAR is held in high regard and is appreciated by stakeholders for its advocacy and is considered the go-to-organisation on issues to do with racism.

However, ENAR's poor visibility at the national level and lack of systematic engagement with its member base pose a significant challenge in light of the current political scenario.

Findings – ENAR as an Organisation

• Governance & Structure	BOARD	SECRETARIAT	NETWORK
• Funding	ENAR	SECRETARIAT	NETWORK
• Stakeholder relations	FUNDERS	EU DECISION MAKERS	NETWORK
• Organisation culture	BOARD	SECRETARIAT	NETWORK



Goals, Outcome and Impact Evaluation

Against current strategy plan	Network	EU	Funders
• Advocacy	Rather good	Rather good	Good / V. Good
• Output	Rather weak	Good / V. Good	Good / V. Good
• Impact	Rather weak	Rather good	Rather good

Legend:

- Good / V. Good
- Rather good
- Rather weak
- Absent or very weak

Advocacy Strategy (1/2)

ENAR secretariat’s advocacy strategy is stated to be determined by two key elements: 1. The priorities of the member organisations; 2. Outcome of research conducted by ENAR.

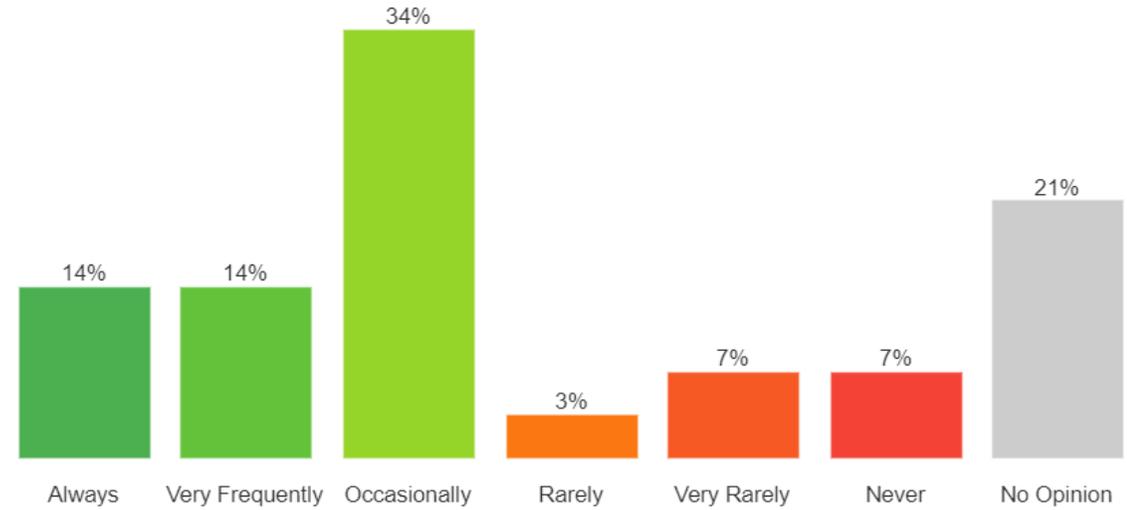
Findings on ENAR’s advocacy work

Strengths / Opportunities	Challenges / Threats
<ul style="list-style-type: none"> ENAR secretariat recognized by the EU & the members as an effective voice in advocating for the anti-racism movement in Europe 	<ul style="list-style-type: none"> Navigating between EU's priorities, own research and member’s needs to outline its advocacy strategy or agenda
<ul style="list-style-type: none"> Key EU interlocutor, Well known in EU bubble – Visibility 	<ul style="list-style-type: none"> Bringing the anti-racist perspective into other spaces: feminist, disability; age; youth etc.
<ul style="list-style-type: none"> Critic of national policies that are against EU Equality Directives & commit human rights violations. 	<ul style="list-style-type: none"> Grassroot advocacy strategy to demand legislation punishing racist discourse and actions
<ul style="list-style-type: none"> ENAR is a medium for EU to interact with ENAR’s national representatives/contacts – obtain viewpoints on racism/discrimination from local experts 	<ul style="list-style-type: none"> Artisanal way of advocating, need for innovative advocacy strategy and clearly defined advocacy roadmap

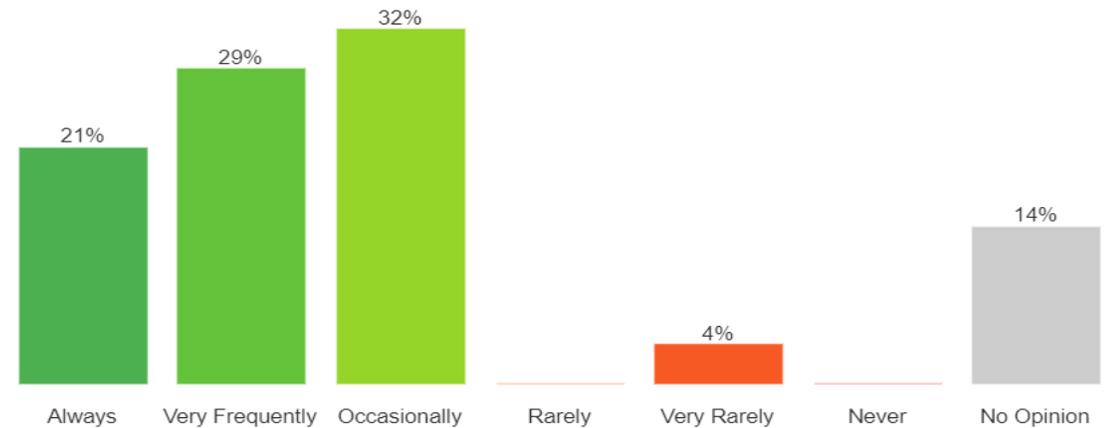
Advocacy Strategy (2/2)

Role of network in ENAR's advocacy work:

Perception on member's input into ENAR's advocacy work



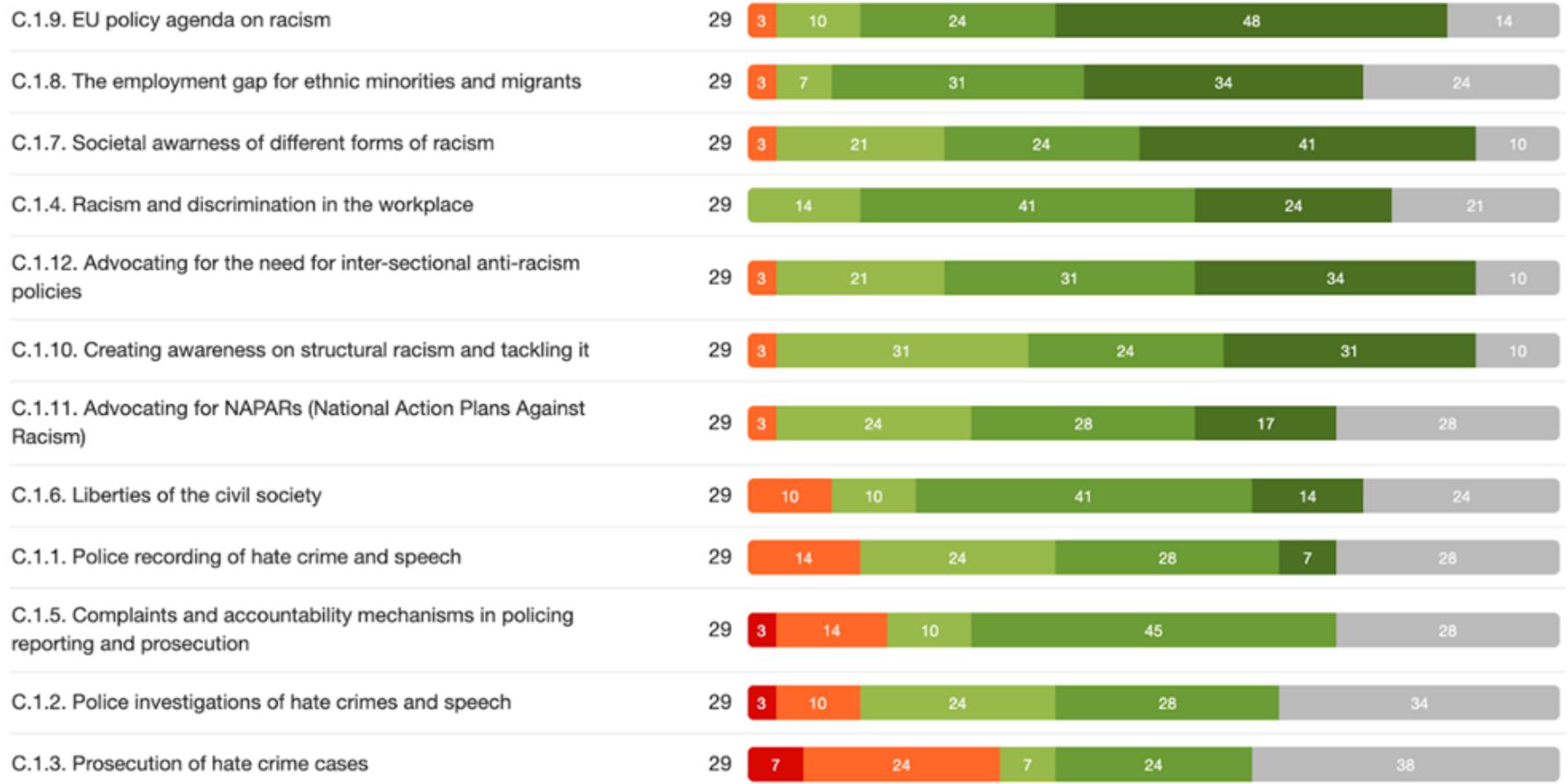
Organisations wanting to be involved in the process of setting the EU Agenda



* Source: Surveys

Outcome & Impact (1/3)

ENAR's results and outcomes achieved



■ Strongly disagree
 ■ Disagree
 ■ Somewhat disagree
 ■ Somewhat agree
 ■ Agree
 ■ Strongly agree
 ■ No Opinion

* Source: Surveys

Outcome & Impact (2/3)

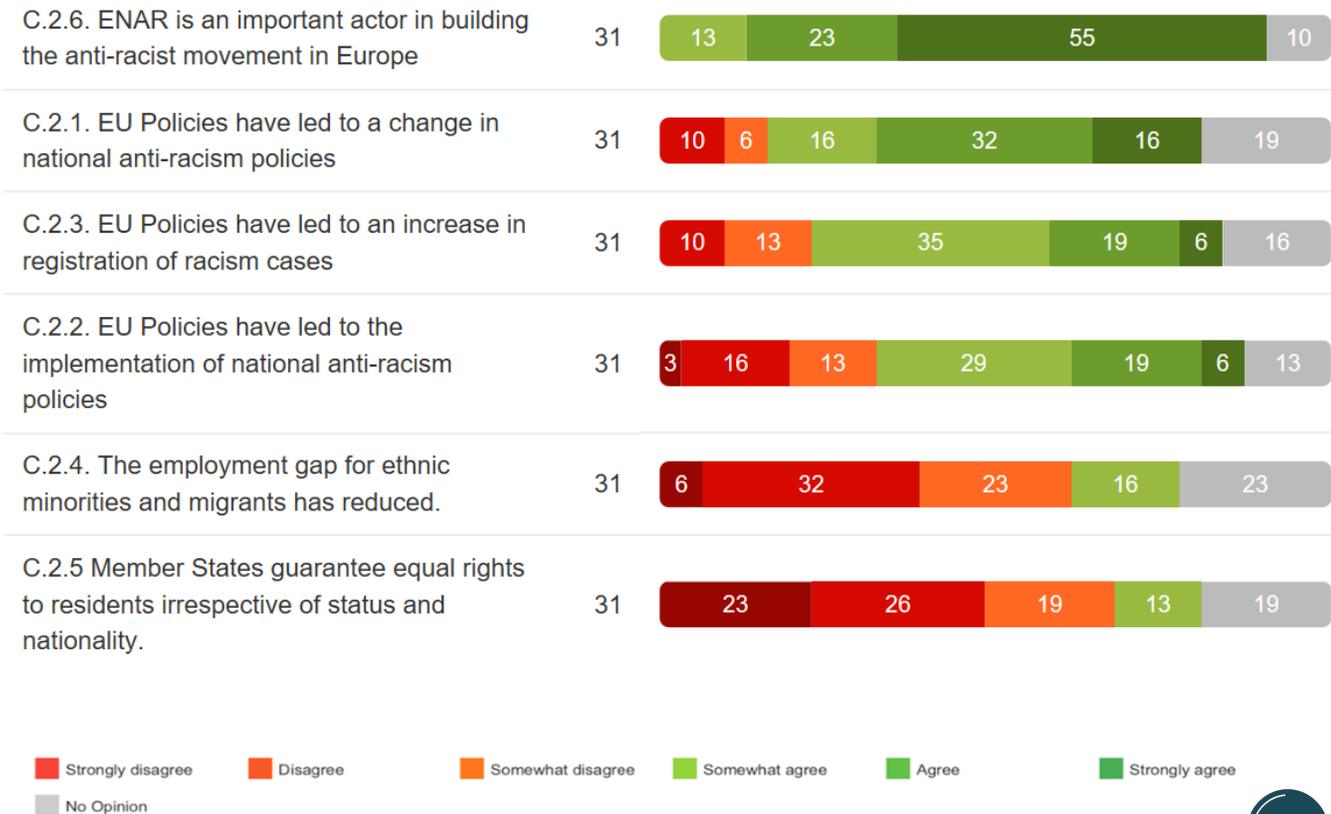
Survey respondents appreciated ENAR’s efforts in creating and/or pushing for the process of adoption of certain policies at the national level, for instance adoption of NAPAR in Portugal.

Strengths / Opportunities	Challenges / Threats
<ul style="list-style-type: none">• EU policies have had an impact at the national level e.g. the EU framework (RACE directive)	<ul style="list-style-type: none">• Policy implementation has been uneven across the member states
<ul style="list-style-type: none">• ENAR is best placed to take lead on building and to remain at forefront of the anti-racist movement in Europe – members call	<ul style="list-style-type: none">• Lack of support for grassroots organizations to enable the adoption and implementation of anti-racism policies at the national level
<ul style="list-style-type: none">• Call for change of strategy to counteract far-right discourse and political action as well as increasing support for NGOs at the national level	<ul style="list-style-type: none">• Citizens are unaware of EU policies, but more aware of national laws, criminal/judicial procedures and complaint mechanisms (police, the court, prosecutor, equality body, ombudsman)
<ul style="list-style-type: none">• ENAR’s intersectionality approach to advocating matches members call for advocacy for intersectional anti-racist policies	<ul style="list-style-type: none">• Equal rights continue to be infringed on both legally and in practice in many countries (unaccountability)

Outcome & Impact (3/3)

Quote: “Important to point out that I don't consider the (ENAR’s) shortcomings to be a shortcoming of ENAR's work. It is much more a reflection of the difficult context ENAR is working in and the difficulty of changing societal structures and government policies.”

Challenges / Threats
• Tackling the discrimination against Muslim communities, Afrophobia in the EU
• Implications of AI with regards to discrimination of minorities
• Non-binding EU policies with regards to national policies
• Monitoring and reporting on advocacy progress and results
• Mobilizing members at the grassroots to push for policy implementation and progress monitoring



Way forward as envisaged by ENAR

As part of the evaluation, members and stakeholders perceptions were sought on key themes that will shape ENAR's next strategy plan -

Strengths / Opportunities	Challenges / Threats
<ul style="list-style-type: none"> Secretariat's intention to shift to an intersectional advocacy approach – build coalitions with other movements e.g. LGBTQI, feminist movement, ... 	<ul style="list-style-type: none"> How to mobilise EU anti-racism organisations to unite to achieve a higher goal despite the specific forms of racism they advocate for
<ul style="list-style-type: none"> Highlighting and dismantling structural and institutional racism 	<ul style="list-style-type: none"> Resource limitations to actively advocate and mobilise at the national level
<ul style="list-style-type: none"> There are calls for strategic partnerships by other anti-racism networks 	<ul style="list-style-type: none"> Members express disquiet about loss of individual focus in shift to intersectional approach
<ul style="list-style-type: none"> EU policies that have been fought for are not really relevant in the current scenario at national level - need to adapt agenda to current issues (fake news, media & minorities, austerity measures...) 	<ul style="list-style-type: none"> Theory of change focuses on broad range of goals – possible dilution of focus Challenge is to narrow focus while ensuring representation.

Conclusions and next steps

- ❖ This is a presentation of preliminary findings.
- ❖ The survey is ongoing till 22/05/2020. The final report will include processing of feedback obtained from the survey and from the General Assembly.
- ❖ The recommendations and final report will be presented to ENAR in the last week of May.
- ❖ Many opportunities have been identified. We expect the findings and recommendations will help ENAR in formulating its next strategy plan, making best use of the many strengths and opportunities while addressing its key challenges.