

## **1477<sup>th</sup> meeting, 4 October 2023**

4 Human rights

### **4.4 Independent Evaluation of the European Roma Institute for Arts and Culture (ERIAC)**

4th Evaluation Report

Item to be considered by the GR-H by written procedure

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<sup>1</sup> This document has been classified restricted at the date of issue; it will be declassified in accordance with Resolution Res(2001)6 on access to Council of Europe documents.



# **Independent Evaluation of the European Roma Institute for Arts and Culture (ERIAN)**

4th Evaluation Report

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May 2023

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## Acronyms

ADI-ROM	Committee of Experts on Roma and Traveller Issues
CDADI	Steering Committee on Anti-Discrimination, Diversity and Inclusion
CoE	Council of Europe
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DG EAC	Directorate-General for Education, Youth, Sport and Culture
ERIAC	European Roma Institute for Arts and Culture e.V.
EC	European Commission
EU	European Union
LGBTI	Lesbian, gay, bisexual, transgender and intersex
MoU	Memorandum of Understanding
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OSF	Open Society Foundations
REF	Roma Education Fund

## 1. Introduction

### 1.1 Background

The European Roma Institute for Arts and Culture (ERIAN) is a joint initiative of the Council of Europe (CoE), the Open Society Foundations (OSF), and the Roma Leaders' initiative – the Alliance for the European Roma Institute for Arts and Culture. According to the Statutes, its main objective is *to promote artistic and cultural creativity of Roma to a European audience, and thereby to increase the self-esteem of Roma in Europe and to tackle the widespread and deep-rooted negative prejudice towards Roma in mainstream society. The association is based on the principles of Roma inclusion policies formulated by the Council of Europe and will pursue its aims by supporting suitable efforts of collecting, exchanging and showcasing works of art and culture of Romani origin or linked to the situation of Roma in Europe. The Holocaust is a central element in the history of Roma in Europe; remembrance of the Holocaust will constitute a central reference for the work of the association. The association will reflect in its work the 600-year history of Roma in Europe, which has produced a rich diversity of cultural and artistic traditions and historical connections between Roma and their home countries. Therefore, the association will reach out to all European countries.*

Since its establishment in 2017, ERIAC positions itself as an international organisation showcasing Roma arts and culture to a European audience as a means to promote human rights and tackle antigypsyism and discrimination against Roma. Its key activities include (i) building physical and digital infrastructure to upscale the talent, visibility and quality among the Roma artists and cultural producers, (ii) development of learning materials and provision of policy inputs related to Romani history and language, and (iii) running high-visibility events and campaigns to advance the sense of pride and belonging among the Roma. ERIAC shares its expertise with the CoE and the European Commission and maintains strategic partnerships with a number of critical institutions (particularly the national institutions within the CoE Member States) as well as numerous Roma-led international and national organisations.

According to the Memorandum of Understanding on the co-operation between the Council of Europe and ERIAC, the financial contributions of the CoE to ERIAC are disbursed based on external evaluations which are conducted every other year. The last evaluation was commissioned by the CoE in 2021 for the period of September 2019 – July 2021<sup>1</sup> and its overall assessment was positive.

### 1.2 Methodological approach

The main purpose of this evaluation is to (i) review the implementation of the MoU signed between the CoE and ERIAC, (ii) examine the progress in achieving its strategic objectives, (iii) assess the outreach of ERIAC's activities, and (iv) provide recommendations for the future activities of ERIAC and follow-up support provided by the CoE.

The evaluation focuses on ERIAC's operations and activities between 1 August 2021 and 28 February 2023. The key users of evaluation findings and recommendations are the governing organs and the management of ERIAC, the Committee of Ministers of the Council of Europe and the Roma and Travellers Team of the Council of Europe Secretariat.

The assessment has been performed by an evaluation team from the company ERUDIO, s.r.o. based in Slovakia. The Lead Evaluator Mr Jan Helbich<sup>2</sup> was responsible for the overall evaluation methodology, data collection, triangulation of findings and reporting. Sectoral expert Prof. Dr. Nazli Hodaie<sup>3</sup> assessed mainly the progress in achieving ERIAC's strategic objectives 2021-2025 and contributed to the final report.

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<sup>1</sup> <https://rm.coe.int/eva-deceva-eriac-2021-cm-2021-154e-2777/1680a5b462>

<sup>2</sup> He has 18 years of experience in evaluation of various programmes and projects in the field of education, inclusion and human rights, including interventions dedicated to Roma communities.

<sup>3</sup> Her research and teaching focuses include migration, critique of power and dominance in the context of migration society, minorities and empowerment, cultural and linguistic diversity in literature, schools and society.

The assessment was conducted as a combination of remote and on-site evaluation. Its methodology was guided by the Terms of Reference and an evaluation matrix created within the inception phase (see Annex 1). It is structured around the OECD-DAC evaluation criteria of relevance, effectiveness, impact, efficiency, sustainability and added value.

The evaluation is based on a documentary review and the semi-structured interviews conducted in April and May 2023. A field mission to ERIAC's headquarters in Berlin took place on 27 and 28 April 2023. The full list of interviews can be found in Annex 2.

Overall quality and availability of data is high. ERIAC's activities are well documented; reports contain sufficient narrative parts; key stakeholders were available for interviews and additional data requests. Both the CoE staff and the team of ERIAC provided the evaluators full support in identifying relevant interview partners and organising meetings with them.

## 2. Findings

The following chapter begins by detailing the ongoing relevance of ERIAC for the intended target groups and stakeholders involved. The next section focuses on the effectiveness to evaluate the fit between the chosen means and intended effects. The third section considers ERIAC's organisational and financial efficiency. The final sections review the sustainability and added value of ERIAC.

While addressing the evaluation questions outlined in the Terms of Reference, the evaluators put emphasis on the assessment of the evaluation criteria as a whole rather than answering question by question. The analysis in the following subsections tackles all evaluation questions and presents the findings in a continuous and coherent text. This approach allows making the content more accessible and avoiding discussions on dividing lines between individual evaluation questions.

### 2.1 Relevance

As a young institution, ERIAC has to raise awareness and build its reputation among the different groups of beneficiaries and stakeholders. The primary group is the Roma and Travellers population, as diverse as it is. The second group of stakeholders is the arts and culture scene ranging from individual artists to renowned cultural institutions. The third group of stakeholders and potential partners includes researchers and research institutions in the field of linguistics, ethnology, education, history and antigypsyism/discrimination. The fourth group are European countries, particularly the member States of the Council of Europe, and their political representatives. And finally, the fifth group is the broad European audience that is targeted by ERIAC's outreach activities. In order to succeed in such a complex environment with many conflicting interests and changing framework conditions, ERIAC had to be established with a very specific and well-thought mandate and setup. In evaluators' opinion, the first six years of ERIAC's existence proved that the chosen concept and approach were appropriate and remain highly relevant.

To start with the relevance for the **Roma population**, ERIAC was established as a Roma-led institution with a non-Roma participation: both Directors, four out of five Board members and all Barvalipe Academy members are of Romani ethnicity, coming from various European countries and Romani sub-groups. Many of them are respected artists, activists and intellectuals who contribute to ERIAC's credibility and visibility by their personal involvement and reputation. Also the majority of individual associate members self-identify as Roma. This Roma leadership is an important element of the trustworthiness towards the broad Roma population; those who have a real experience of facing prejudice, stereotypes and discrimination seem more likely to create links and solidarity among the Europe-wide Roma and Travellers communities.

Interviews showed that ERIAC is on the right track in terms of acceptance among the Roma population. Its outreach activities as well as positioning as a reputable arts and culture organisation contributes to strengthening Roma identity, particularly among younger Roma. Given that Roma often identify themselves as a European rather than a national minority, the proximity of ERIAC to the CoE is particularly important for its recognition. A practical measure that demonstrated a real solidarity in difficult times were the pandemic scholarships awarded by ERIAC to Roma artists. Also the digitalisation and other online activities of ERIAC seem to reach a growing audience among the younger generation.

At the **European contemporary arts and culture scene**, ERIAC becomes increasingly visible through professionally presented quality cultural arts. As described in the Effectiveness chapter, in 2022 ERIAC was present at major events (Venice Biennale, Documenta fifteen in Kassel, Milan Triennale) and gained noticeable attention of the artistic community and media. This successful showcasing of Roma arts and culture contributes to increased gallery representation and commercial success of selected Roma artists which in turn motivates new generations of creators. A key challenge for the coming years remains establishing mechanisms for permanent or at least regular inclusion of Roma arts and culture in relevant exhibitions, stages and festivals and working with non-Roma artists.

ERiac's mandate also includes provision of expertise and advice. This role became even more important after the adoption of *Recommendation CM/Rec(2020)2 of the Committee of Ministers to member States on the inclusion of the history of Roma and/or Travellers in school curricula and teaching materials*<sup>4</sup>. ERIAC's work on (i) developing referential history and cultural teaching materials and (ii) standardisation of the Romani language have been so far the most important fields of expertise. Considering the limited internal research capacity of ERIAC, the third group of (potential) stakeholders and partners can be considered **researchers and research institutions** in the field of linguistics, ethnology, education, history and antigypsyism/discrimination. Initial steps in this regard have already been taken: ERIAC cooperates with the University of Graz and the Goethe Institute in the field of the Romani language; the West University of Timisoara hosted a Romani language conference; the Department of Romani Studies at Södertörn University in Sweden introduced a course based on ERIAC's Barvalipe Roma Online University and submitted a joint Horizon 2020 project application.

The growing acceptance of ERIAC as an expert institute and a knowledge hub is of utmost importance for its future impact and sustainability; further development of its research capacity is therefore highly relevant. Up to now, ERIAC has contributed to the formulation of the new EU Roma strategic framework for equality, inclusion and participation (2020 – 2030) by a position paper<sup>5</sup> and related portfolio of indicators<sup>6</sup>. ERIAC also works as an observer and a member of an Ad-Hoc working group supporting the implementation of Recommendation CM/REC(2020)2 within the CoE's Committee of Experts on Roma and Traveller Issues (ADI-ROM)<sup>7</sup>. A cooperation with the CoE's Cultural Routes programme on a creation of a Roma cultural route is about to start. Cooperation with EURIMAGES - European Cinema Support Fund of the Council of Europe is also being discussed. Through the cooperation with the CoE, ERIAC's expertise is utilised at intergovernmental level and channelled to individual member States.

In evaluators' view, there is also a growing understanding of potential synergies with activities of other groups facing discrimination. Both the CoE and ERIAC perceive the importance of intersectional approach in ERIAC's work and introduce this perspective in the planning processes. ERIAC's potential contribution to combating antisemitism, anti-Muslim racism and discrimination based on sexual orientation and gender identity might further underline its relevance and strengthen its position in the European antidiscrimination alliance. Furthermore, the Roma movement may also usefully draw on successful advocacy experiences of others, such as the LGBTI movement.

The relevance of ERIAC for **European countries**, particularly the member States of the Council of Europe, is difficult to generalise. On the one hand, it depends on the size of the Roma/Travellers community in the given country; on the other hand, on the current political situation. Given that (i) minority policy and cultural policy typically do not belong to the top political priorities, and (ii) the overall climate for human rights in Europe is worsening, only two out of 46 countries (Germany and Serbia that host its head office and branch office) directly support ERIAC's activities. Certain reluctance of many CoE Member States towards ERIAC's mission was perceptible from the initial negotiations about its foundation, particularly with regard to the originally intended support to political participation of Roma. Despite its remarkable achievements, Germany remains the only EU country and Serbia the only non-EU country providing bilateral support to ERIAC. Accordingly, high political representatives of Germany and Serbia participated in ERIAC's events<sup>8</sup>. A key challenge for ERIAC remains further advocacy towards the CoE member States, aiming to establish new branch offices and strengthen cooperation on the national level. However, despite manifold efforts, the driving force for further progress on the political level is currently not apparent.

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<sup>4</sup> [https://search.coe.int/cm/Pages/result\\_details.aspx?ObjectId=09000016809ee48c](https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016809ee48c)

<sup>5</sup> [https://eriac.org/wp-content/uploads/2019/10/Roma-inclusion-as-a-precondition-for-social-inclusion\\_ERIAC-position-paper\\_EU-Roma-post-2020.pdf](https://eriac.org/wp-content/uploads/2019/10/Roma-inclusion-as-a-precondition-for-social-inclusion_ERIAC-position-paper_EU-Roma-post-2020.pdf)

<sup>6</sup> [https://commission.europa.eu/publications/new-eu-roma-strategic-framework-equality-inclusion-and-participation-full-package\\_en](https://commission.europa.eu/publications/new-eu-roma-strategic-framework-equality-inclusion-and-participation-full-package_en)

<sup>7</sup> <https://rm.coe.int/adi-rom-2022-18-bil-6th-adi-rom-6e-adi-rom-list-of-decision-liste-des-/1680a8940d>

<sup>8</sup> For instance, Serbian President Aleksandar Vučić inaugurated the first branch office of ERIAC in Belgrade in 2021. Michael Roth, former German Minister of State for Europe and present Head of the Foreign Committee of the German Bundestag repeatedly visited ERIAC and had a speech there.



Working towards recognition and pride is the overall ERIAC approach outlined by the *Memorandum of Understanding Concerning Cooperation Between the CoE and ERIAC*<sup>9</sup>. In this light, ERIAC's communication towards **mainstream European audience** is based on positive showcasing of the arts and culture created by Roma and Travellers; the universal language of arts and culture is used as an instrument to educate the European societies about their belonging, contributions and achievements in the context of national and European culture – with an ultimate goal of countering antigypsyism at its roots<sup>10</sup>. With a broader mandate related to Roma history and language, ERIAC contributes to the creation of new narratives in education which is another important step to reach the mainstream audience.

Overall, the evaluators find the ongoing relevance of ERIAC, its objectives and approach very high. It must be noted; however, that both feasibility and credibility of this approach highly depend on the unique advantages of ERIAC described in the chapter Added value.

## 2.2 Effectiveness and impact

This section reviews the actual achievement of intended objectives in the period August 2021 – February 2023. Findings in the following text are structured around the ERIAC strategic objectives 2021 – 2025<sup>11</sup>. To the extent possible, enabling and hindering factors for the given level of goal achievement are identified. ERIAC's contribution to the implementation of the CoE Strategic Action Plan for Roma and Traveller Inclusion (2020-2025)<sup>12</sup> is summarised in the final part of this chapter.

### A) Achievement of ERIAC strategic objectives 2021-2025

Overall, ERIAC is an organisation that acts in terms of *antidiscrimination* and *empowerment*. This includes overcoming traditional inferiorising, hierarchical, stereotypical and prejudiced ways of perceiving and representing Roma communities, combined with the ability to take over the *agency* (i.e. the power to act). Against this background, central to the action of ERIAC is the endeavour to denounce and challenge the aforementioned essentialist perspective with the primary goal of overriding it. To this end, the following aspects are generally set as relevant:

- a) production of a new, different Roma-related knowledge;
- b) development and establishment of a new narrative through the inclusion of the counter-hegemonic knowledge mentioned above;
- c) developing measures to promote empowerment among Roma in order to free themselves from the positionings assigned to them by the majority;
- d) shifting Roma-related racist and/or paternalistic discourse.

In this process, previously marginalised voices become audible and visible. This challenges the established Roma-related narrative and counters it with a new perspective. Thus, ERIAC's work is certainly comparable to other power- and dominance-critical approaches and can be interpreted and evaluated in this context.

For this chapter, the preceding perspective provides the basis of the analysis. The analysis structure is based on ERIAC's Theory of Change, documented in ERIAC's Strategy 2021-2025.

<sup>9</sup> [https://eriac.org/wp-content/uploads/2018/06/MoU\\_CoE\\_2018\\_ENG.pdf](https://eriac.org/wp-content/uploads/2018/06/MoU_CoE_2018_ENG.pdf)

<sup>10</sup> The CoE's Council Conclusions 'Accelerating the Process of Roma Integration' (2016) for the first time recognised antigypsyism as the root cause of Roma social exclusion and discrimination. <https://data.consilium.europa.eu/doc/document/ST-15406-2016-INIT/en/pdf>

<sup>11</sup> [https://eriac.org/wp-content/uploads/2022/01/Public-Documents\\_Strategic-Plan-ERiac-2021-25.pdf](https://eriac.org/wp-content/uploads/2022/01/Public-Documents_Strategic-Plan-ERiac-2021-25.pdf)

<sup>12</sup> <https://edoc.coe.int/en/roma-and-travellers/8508-council-of-europe-strategic-action-plan-for-roma-and-traveller-inclusion-2020-2025.html>

### **Objective 1: Build physical and digital infrastructure to upscale the talent, visibility and quality among the Roma artists and cultural producers**

According to the ERIAC's strategic plan, infrastructural development and expansion aim to promote the talent, visibility and quality among the Roma artists and cultural producers. The strategic plan includes the following sub-strategies:

#### **Physical infrastructure**

a) *Open new ERIAC branches:*

Besides ERIAC's headquarters in Berlin, there is only a second ERIAC branch office in Belgrade, Serbia (since 2021). Other member States of the CoE (e.g. Albania, Italy, Slovakia) were/are under discussion for opening of further branches. However, it has not yet been possible to implement this in concrete terms.

In the evaluators' opinion, new ERIAC branches are of great importance: on the one hand, they would strengthen the transnational and pan-European character of ERIAC as more states were officially involved in this matter. On the other hand, the new branches can ensure the connection to the respective local Roma communities and initiate change processes through a bottom-up approach.

b) *Develop partnerships with mainstream arts and culture institutions to showcase Roma contemporary arts and culture at leading mainstream art institutions and most prestigious European Biennales and Festivals:*

In order to create and establish a new understanding of Roma arts and culture beyond existing prejudices and stereotypes, it is necessary to make the contribution of artists of Roma origin to contemporary European high culture visible. This is highly relevant especially because the established arts and culture scene often remains difficult to access for minority artists, including those of Roma origin.

Against this background, ERIAC's achievements – such as its presence at the Venice Biennale (2022), at Documenta in Kassel (2022), or the Barvalo exhibition at Mucem in Marseille<sup>13</sup> (2023) - are of the utmost importance. It is therefore essential to continue, expand and deepen the partnerships that have emerged in this context. This is particularly relevant in view of the fact that responsibility should not be sought only on the side of the minority to open up the arts and cultural scene, which is rather reserved with regard to egalitarian minority participation. Impulses in this regard cannot be sustained without a paradigm shift on the part of the majority and the accompanying support from those involved in and responsible for established arts and culture scene. Thus, with its successes to date, ERIAC fully achieves its goals in this regard and contributes to the change of the established arts and culture scene by bringing about a paradigm shift among the relevant responsible parties.

However, the presence at prestigious arts and cultural events can be associated with financial and structural hurdles. For example, a renewed ERIAC participation at the Venice Biennale is complicated by high costs as well as the festival's nationally oriented organisation. Both pose challenges that ERIAC cannot solve on its own.

c) *Target universities to develop lecture series, conferences and Roma history education methodologies in collaboration, with inter alia, leading higher education institutions and Roma organisations:*

With a view to the production and establishment of new Roma-related knowledge, cooperation with universities in research and teaching is highly relevant. ERIAC has already initiated several cooperations, e.g. with the Central European University (CEU; Austria/Hungary) and the Department of Romani Studies at Södertörn University (Sweden).

<sup>13</sup> <https://www.mucem.org/programme/exposition-et-temps-forts/barvalo>

ERIAC also initiates or participates in some conferences in cooperation with museums, scholars and scientific institutions (e.g., Decolonizing Romantik,<sup>14</sup> 2022).

These activities are fully in line with ERIAC's objective. However, they are still small in scope and therefore need to be expanded, deepened, as well as institutionalised. Against the background of ERIAC's discourse- and dominance-critical perspective, it is also recommendable to increasingly seek cooperation with those representatives of academia who deal with similar, albeit not Roma-related issues from a comparable perspective. This would contribute to placing the Roma issue in the context of overall societal dominance relations as well as injustice and discrimination and their critique, thus creating synergies independent of the target group and leading to a strengthening of dominance-critical perspectives in academia.

d) *Develop initiatives and materials aiming at safeguarding Romani Language teaching and promotion.*

Language (and its societal position) plays a significant role in the process of identity formation. In this light, the focus on the preservation, maintenance and promotion of the Romani language embodies a highly relevant goal.

ERIAC entirely meets this objective by publishing Romani textbooks in cooperation with leading experts of the Romani language and experienced institutions of language teaching (Goethe Institute). So far, two textbooks have been produced for the A1 and A2 levels according to the CEFR. Others are in the planning stage.

Particularly noteworthy is the participatory process across national borders and Roma communities, through which the existing Romani varieties are compared and "harmonised". Thus, consensus is established on the Romani variety to be taught in the textbooks. However, this consensus-building process is not accompanied by linguistic research, so that valuable insight into the process as well as knowledge relevant to language history about the negotiation processes of linguistic standardisation could be lost.

## Digital infrastructure

a) *Continue existing initiatives and develop new ones which build digital infrastructure for the visibility and prosperity of Roma art; Roma history education; archiving of publications and studies on Roma history and knowledge; as well as media initiatives, as a tool to fight antigypsyism by providing positive counter-narratives and encourage Roma self-representation.*

In order to extend the reach of its activities and generate more (Roma and non-Roma) audiences, ERIAC expanded its digital infrastructure as well. The most prominent example of this is the Barvalipe Roma Online University<sup>15</sup> with its two extensive and diverse courses, which provide a wide range of Roma-related content and thus contribute to the relevant knowledge production. The lectures are offered by leading Roma scholars and in various languages with English and Romani subtitles. Other components of the Online University are the Barvalipe Masterclasses and the Digital Library of Critical Romani Scholarship. The latter collects reliable academic literature and research about the Roma and other related communities, developed from the critical perspectives of Romani scholars.

Other measures include a stronger web presence, e.g. through virtual exhibition openings,<sup>16</sup> online performances<sup>17</sup> or podcasts<sup>18</sup> on relevant discussion topics. All these measures are highly relevant towards the above-mentioned objective and fulfil their purpose to the full extent.

<sup>14</sup> <https://www.talkingobjectslab.org/unexpected-lessons-3>

<sup>15</sup> <https://eriac.org/barvalipe-roma-online-university/>

<sup>16</sup> [https://www.youtube.com/watch?v=mLxwn9Md\\_Ac](https://www.youtube.com/watch?v=mLxwn9Md_Ac)

<sup>17</sup> <https://www.youtube.com/watch?v=tD71EOaT6rc>

<sup>18</sup> <https://eriac.org/podcast-making-the-underrepresented-knowledge-of-roma-and-sinti-more-visible-online/>

**Objective 2: Build on the recent breakthrough Council of Europe Recommendation on the inclusion of the history of Roma and/or Travellers in school curricula and teaching materials**

- a) *In partnership with leading Roma organisations, develop referential history and cultural history-teaching materials; introduce them in formal and informal education practices and provide consultancy, training and teaching services (both through a learning community and through teacher-training strategies).*

Considering the shift in antigypsyist discourse and in order to retell the Roma history and culture, educational institutions have a particularly high relevance. Through their curricula, they make a decisive contribution to which a narrative can assert itself as the master narrative. Against this background, it is logical that in the fight against antigypsyism, on the one hand, and to increase the self-esteem within the Roma communities, on the other, cooperation with educational institutions should also be sought at the level of curricula.

ERIAN Serbia can present concrete results in this matter, where a Roma expert team has already dealt with the representation of Roma in educational institutional documents and materials and presented concrete proposals for a redesign or even reconsideration of the Roma history. Discussions are currently being held with the Serbian Ministry of Education to determine which suggestions should be included in the curricula and what consequences this should have for the design of the teaching-learning materials. However, the timetable has been delayed due to changes at the level of policy makers; current estimation is one year for the implementation of proposals.

**Objective 3: Advance the sense of pride and belonging among the Roma**

As described above, ERIAC's activities aim to liberate Roma communities from the racist and/or paternalistic positioning assigned to them by the majority. At the same time, ERIAC's projects also create positive self-images and thus contribute to the self-esteem within Roma communities. This can be done in equal measure through ERIAC's aesthetically sophisticated arts projects as well as through its efforts in the field of retelling Roma history and promoting the Romani language.

However, due to (i) ERIAC's presence on the prestigious European contemporary arts and culture scene, and (ii) the deconstructivist to avant-garde character of many of the art projects initiated, the impression can sometimes arise that ERIAC is made up of artists with Roma origins who, although artistically active at the highest level, are not sufficiently connectable with the grassroots in the Roma communities. This impression must be contradicted for two reasons:

1. Firstly, the artists and cultural producers active in the ERIAC context contribute with their activities to diversifying the Roma image of the majority as well as developing a Roma-related counter-narrative with positive connotations. This plays a significant role in an overall societal shift of the antigypsyist discourse. Moreover, the aesthetically sophisticated artifacts created in this way are highly likely to become part of the cultural memory of the Roma. As a result, they certainly have a collective identity-forming relevance and in this sense are also relevant for the collective sense of proud and belonging beyond the borders of the respective Roma communities.
2. Many ERIAC projects, secondly, aim - not least through the means of arts - to make Romani history and culture visible. They show the diversity of identities and ways of life within Roma communities and thus abandon the reductionist perspective on this minority. Measures such as the above-mentioned efforts to maintain and promote the Romani language also make a decisive contribution to identity formation within the Roma communities. The so-called serious game "Roma Heroes" about Roma and resistance or the above-mentioned online university also contribute to making Roma history, arts and culture the subject of discussion in a well-founded, reflected and generally accessible way and making them visible, audible and receivable.

Hence, the following sub-objectives outlined within the objective "Advance the sense of pride and belonging among the Roma" can be regarded as achieved to a high extent:

- a) *Provide Roma organisations and communities with identity-related accessories, symbols, and materials, shared history and language education tools and methodologies;*
- b) *Grow the community through social media and digital events, in particular through regularly organised talent competitions, creative informal online education tools, hosting and broadcasting annual celebrations and commemorations;*
- c) *Develop creative campaigns to shape Roma identity and pride;*
- d) *Provide support and work in service of the transnational Roma movement;*
- e) *Foster innovation by responding to crisis situations on the one hand, and applying latest trends and technologies for the arts, culture and identity of the Roma community.*

In this context, special mention should be made of talent competitions launched by ERIAC (PROUD ROMA TALENT - Online Talent Competition<sup>19</sup> and ERIAC Family Music Competition<sup>20</sup>), in which professional and amateur talents of Roma origin can participate across national borders and which, in turn, strengthen the sense of belonging to an overarching Roma community. Many of these ideas first emerged during the COVID-19 pandemic, allowing ERIAC to master the pandemic's crisis situation by leveraging modern technology.

Overall, ERIAC is a highly successful cultural institute that is able to meet its ambitious strategic goals. However, due to staffing and financial constraints described in chapters Efficiency and Sustainability, there is a risk of overworking the existing highly dedicated staff.

## **B) Contribution to the Council of Europe Strategic Action Plan for Roma and Traveller Inclusion (2020-2025)**

The objectives of the CoE Strategic Action Plan are to promote and protect the human rights of Roma and Travellers, to combat antigypsyism and discrimination, and to foster inclusion in society. The Strategic Action Plan is structured around three main lines of action:

- combating antigypsyism and discrimination and supporting real and effective equality;
- supporting democratic participation and promoting public trust and accountability; and
- supporting access to inclusive quality education and training.

From the evaluators' perspective, ERIAC's strategic objectives are well aligned with the CoE Strategic Action Plan and as such clearly contribute to its implementation. Many of ERIAC's activities have the potential to shift the antigypsyist discourse through the means of arts and to counter it with a counter-discourse. Through its presence at the prestigious European arts and cultural events, ERIAC enables Romani artists and cultural producers to access this scene and ensures their participation.

Besides the activities at the level of contemporary high culture, ERIAC also distinguished by its efforts and projects on language and education. Thus, ERIAC contributes to the maintenance and promotion of the Romani language and aims to make Romani history and culture the subject of educational institutional curricula and materials from a differentiated perspective. In this way, ERIAC not only contributes to the fight against antigypsyism, but also enables the participation of Romani stakeholders in the education sector and the implementation of Roma-related educational offers and programmes. Overall, it can be stated that ERIAC contributes to all three main lines of action of the CoE Strategic Action Plan.

<sup>19</sup> <https://eriac.org/proudomatalent/>

<sup>20</sup> <https://eriac.org/stay-home-and-make-music/>

### 2.3 Efficiency

This section reviews the appropriateness of ERIAC's organisational structures for the achievement of its strategic objectives 2021 – 2025. At the same time, the cross-cutting objective of ERIAC's institutional stability and development is addressed in the following text.

The evaluators would like to start this chapter with a remark that all interviewed stakeholders are highly committed to the mission of ERIAC and proud of its achievements in the first six years of existence. There is also a clear consensus that the governance structures of ERIAC are functioning in line with the Statutes<sup>21</sup> and in an efficient manner. Workflows seem to be standardised and well organised. No procedural mistakes, integrity issues, conflicting interests or ethical concerns were identified. In the evaluators' view, ERIAC has already reached the first step of maturity; the initial institution building phase can now be considered completed.

**The Board (Pakiv)** has five members, including one Chair and one Deputy Chair. Three of them are nominated by the permanent members of ERIAC (the CoE, OSF and the Alliance for the European Roma Institute for Arts and Culture) and two are appointed by the Barvalipe Academy. The Board appoints the Executive Director and takes all principal decisions (in the form of resolutions). On an annual basis, the Board approves the detailed Plan of Activities and the Financial Plan for the next year. According to interviews, the current composition of the Board is appropriate for the leadership role and well balanced in terms of expertise. Its work is perceived as both demanding and inspiring.

**The Barvalipe Academy** performs advisory and agenda-setting role. It has 15 members (out of which five female), mostly publicly acknowledged individuals who come from various European countries. In line with the Statutes, the majority of the Academy members must openly declare their Romani ethnicity, respecting the diversity among the Romani communities. The membership in the Barvalipe Academy is generally perceived as prestigious; its members are expected to set trends in Roma culture and its management and to act as ambassadors of ERIAC's work. However, due to diverse obligations of the Barvalipe Academy members, a key concern for its functioning remains participation in the meetings<sup>22</sup>.

As a membership-based organisation, ERIAC brings together individuals and organisations with relevant experience in the field of arts and culture who are committed to ERIAC's values. The membership base is developed through membership application calls published each year. In 2022, ERIAC had 248 **Associate Members** consisting of 211 individuals and 37 organisations. The 2023 call is expected to increase the number of Associate Members to above 300.

ERIAC's Associate Members are organised in four thematic sections (Arts and Culture, History and Commemoration, Research and Publication in the fields of arts and culture, Media and Information in the fields of arts and culture. Interested applicants for ERIAC membership can also opt for a fifth option, as a transversal thematic, namely Romani Language). Following a competitive call, in 2022 the Barvalipe Academy elected a coordinator of each thematic section.

ERIAC membership is based on a contribution principle that fosters the common sense of ownership and self-reliance. Associate Members pay an annual fee of €100 (individuals) or €500 (organisations) or contribute in-kind. The amount collected from the membership fees is used for the biannual Tajsá Prize<sup>23</sup>.

The membership offers a broad range of benefits. They include not only the access to information and knowledge, but also the opportunity to co-shape ERIAC's activities through the involvement in the thematic sections. Associate Members may nominate members to the Barvalipe Academy or run as a candidate themselves. Selected members may be invited to work in ERIAC's projects and events. All Associate Members are invited to the annual meeting of the General Assembly with thematic discussions and a cultural event.

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<sup>21</sup> [http://eriac.org/wp-content/uploads/2018/07/ERIAC\\_Statutes.pdf](http://eriac.org/wp-content/uploads/2018/07/ERIAC_Statutes.pdf)

<sup>22</sup> For instance, the meeting on 24 November 2021 was attended by six members only. Two of them were represented by another person. The meeting on 24 September 2021 was also attended by six members.

<sup>23</sup> Awarded to outstanding individuals of the Roma cultural movement by the jury composed of Barvalipe Academy members.



As a new benefit, ERIAC member organisations based in EU countries may apply for a grant of up to €20,000 within the ERIANCET4EU project<sup>24</sup> financed by the Citizens, Equality, Rights and Values Programme of the EU. Through this project, ERIAC will subgrant €170,000 for approx. 12 projects aiming to change narratives about Roma in Europe through advocacy, cultural diplomacy and intercultural exchange between Roma and non-Roma<sup>25</sup>.

The growing number of Associate Members and a growing portfolio of activities and benefits for them is undoubtedly a major success of ERIAC. This positive trend, however, requires growing attention and efforts from the ERIAC staff. Given that the lacking institutional funding currently does not allow to recruit a Community Manager (as proposed by the CoE), ERIAC tried to address the staff shortage by appointing the thematic section coordinators. Although it is a promising measure for activating the membership, it can only be seen as a temporary solution to the needed community management.

**ERiac staff in Berlin** currently comprise seven persons: Executive Director, Deputy Director, Finance Manager, Fundraising Manager, Grant Manager, Project Coordinator, Office Manager. The team has also been supported by a volunteer. The work is well organised, with clear responsibilities and a high level of mutual cooperation. From the very beginning, the leading role in ERIAC has been played by the Executive Director Timea Junghaus and the Deputy Director Anna Mirga-Kruszelnicka who are balancing their time between the implementation of activities, representation to the outside world and internal management. With their exceptional drive and complementary expertise in arts, culture and science, their leadership has been crucial for reaching the status quo.

Considering the broad range of ongoing activities, the organisational effectiveness of ERIAC is very high. Nonetheless, many interviewed stakeholders indicated that the internal capacity limits of ERIAC have already been reached or partly exceeded. The year 2022 was even more challenging due to maternity leave of the Deputy Director. To foster further growth, the recruitment of additional staff is recommended. However, the financing commitments of the donors do not allow hiring additional full-time staff with permanent contracts which in turn disqualifies the most experienced candidates. Further capacity development of ERIAC therefore requires additional institutional funding, preferably with multi-annual commitment period. For more details related to the ERIAC's financial situation, please refer to the Sustainability section.

Following an analysis of employment and remuneration conditions conducted by the independent consultant Alpha Sigma in 2021, ERIAC increased staff remuneration to an average NGO level in Germany as of January 2022. With this adjustment, personnel expenditures represented 18% of the total expenditures in 2022. Considering the scope of activities implemented by the ERIAC staff, the evaluators find this proportion highly efficient.

**ERiac's branch office in Belgrade** is a legally independent entity with a high degree of autonomy committed to pursuing ERIAC's mission and objectives. ERIAC Serbia was registered in 2019 as an association under Serbian law and receives institutional funding from the Serbian Government. Its founders ERIAC Berlin, Zeljko Jovanović (ERiac Board Chair) and Timea Junghaus (ERiac Executive Director) ensure the coordination and links to the ERIAC Berlin headquarters. ERIAC Serbia currently has two employees: Director and Office Manager. They were supported by five interns funded by REF.

ERiac Serbia is in fact a pilot branch office that offers valuable lessons for the future establishment of offices in other countries. This experience shows that a new branch office needs 18 – 24 months of a close supervision provided by ERIAC headquarters to be able to operate independently. Once this induction phase was completed, the coordination role of ERIAC Berlin has been reduced to (i) participation in the Board meetings two times a year, (ii) a short weekly call to harmonise ongoing activities, and (iii) a quarterly visit of the Finance Manager of ERIAC Berlin for programme and administration auditing.

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<sup>24</sup> <https://eriac.org/eriacnet4eu/>

<sup>25</sup> The deadline for grant applications is 7 June 2023, beyond the evaluation cut-off date.

In the evaluators' view, ERIAC Serbia is well balancing the ties to the Berlin headquarters, the Serbian Government and the Roma community in Serbia. In some aspects, it even became a forerunner of the ERIAC agenda – as it is the case of adding Roma history into the Serbian school curricula. The office in Belgrade has already demonstrated a regional outreach, for instance through its presence at the KotorArt festival 2022 in Montenegro<sup>26</sup>. Overall, ERIAC Serbia efficiently cooperates with the headquarters in Berlin and contributes towards the 2021 – 2025 strategic objectives.

## 2.4 Sustainability

In 2021 and 2022, the financial situation of ERIAC can be defined as stable. According to the Finance Report, the total revenues in 2022 reached nearly € 1.5 million, out of which € 1.1 million represented institutional revenues and € 0.4 million project funding. Compared to the year 2021 (€ 0.7 million), the total revenues have doubled. However, these results are biased by bi-annual contribution payments from the OSF. The institutional revenues received from the OSF in 2022 also include an advance payment for 2023 and the funding for 2021 was provided in advance in 2020. Hence, the actual institutional funding of ERIAC increased from € 521 thous. in 2021 to € 647 thous. in 2022. The project funding dropped from € 513 thous. in 2021 to 364 thous. in 2022. The actual amount of the total revenues in both years was in fact identical, slightly exceeding € 1 million.

**Institutional revenues** come from the two main donors: the OSF and the CoE. This source of income is particularly important for institution building as it allows hiring permanent staff and investing into the infrastructure. While the OSF substantially increased its institutional funding (€ 321 thous. for 2021, € 447 thous. for 2022 and € 447 thous. for 2023), the contribution of the CoE remains unchanged since 2017 (€ 200 thous. per year). With the high inflation in 2021, 2022 and 2023, the real contribution of the CoE has in fact decreased by 15 – 20%. In the evaluators' view, the current annual contribution of € 200 thous. (corresponding to € 4,348 per CoE member State per year) devalued by inflation does not reflect the growing outreach and impact of ERIAC anymore.

**The project funding** in 2022 included multi-annual projects of the German Federal Foreign Office (€ 200,000 for the outreach initiatives) and the EU (€ 120,000 for the ERIACNET4EU project) as well as four smaller grants of private foundations (€ 7,000 – 15,000 each). In 2021, the total project funding was higher than in 2022 because of the € 261 thous. CENSUS campaign project funded by the OSF.

With the ERIACNET4EU project funded by DG Justice and Consumers (in the frame of the Citizens, Equality, Rights and Values Programme), ERIAC became institutional partner of the EC that supports the implementation of the new EU Roma Framework. This step was crucial as it is in fact the highest level of support that can currently be provided to ERIAC by the EC. Based on this first framework contract, ERIAC might also apply for the projects commissioned by other DGs (DG NEAR or DG EAC) – either directly or in partnership with the CoE.

**Membership fees** represent a third source of ERIAC's funding. In 2022; however, only four institutional members and 19 individual members paid their contribution of € 500 or € 100 respectively so that the membership revenues reached only € 3,900. The remaining 192 individual members and 33 organisations did not contribute financially which means that a potential revenue of € 35,700 did not materialise. Some members contributed in-kind, but in fact the majority did not comply with the contribution principle at all.

Against this background, the Board meeting held on 5 December 2022 modified the Membership Charter and adopted a Membership Memorandum reconfirming the importance and the pedagogy within the contribution principle. They also stipulate that in-kind contributions (of equal or higher value) may be accepted in substitution of the annual membership fee. As of 2023, membership becomes valid only after a member pays the membership fee or submits his/her in-kind contribution declaration.

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<sup>26</sup> <https://kotorart.me/cg/program/2022/modifying-error-404-eriac-predstavlja-koncert-benda-kal>  
<https://kotorart.me/cg/program/2022/modifying-error-404-eriac-predstavlja-panel-diskusija-aktuelnosti-u-savremenoj-romskoj-umjetnosti-pracena-muzickim-performansom>



Those who did not make the yearly contribution by the deadline shall receive a letter closing their application process without a valid membership. In the evaluators' opinion, this new approach towards the contribution is in line with ERIAC's principles and strengthens its financial sustainability. With a new benefit of ERIACNET4EU sub-grants available to members, a more consistent attitude to financial discipline is justifiable and desirable.

Overall, ERIAC's key challenge remains finding a balance between the fast growth and internal capacity development. Although the sustainability of ERIAC is growing, it still requires a high(er) commitment of the founding partners, particularly the CoE. Understandably, the founders' vision is to continuously reduce ERIAC's dependence on their financial contributions, but their institutional funding remains so far essential. At this early stage of development, ERIAC needs additional institutional funds to build up its internal capacities that would work towards a (self)sustainable financial model. In other words, the institutional funding provided by the CoE and the OSF currently cannot be replaced by the growing project funding as the latter typically does not cover the overhead costs and leads to the so-called *nonprofit starvation cycle*. Bearing this in mind, the evaluators argue for a temporary increase of institutional funding that would allow creation of ERIAC's own income portfolio.

A first initiative in this regard is ERIAC's work in the field of the Romani language, aiming to become a European authority for standardised training and testing of the Romani language. The evaluators find this vision very promising also in terms of sustainability; finding a suitable business model might diversify the funding base and enhance the self-reliance of ERIAC. ERIAC has also made a right decision to consistently enforce the contribution principle among its members.

In this sense, the partnership with the German Government is very important and should be further cultivated. Also the EC as a new partner endorsed the achievements of ERIAC and further fosters its sustainability. Being by far the largest donor in Europe, the EC's interest in a closer cooperation with ERIAC offers manifold opportunities to broaden its expertise and outreach and diversify funding sources.

## 2.5 Added value

ERIAC is unique in its mission to increase the self-esteem of Roma and to reduce negative prejudice of the majority population towards them by means of arts, culture, history and language. Hence, showcasing positive examples of arts and culture is used as an instrument to reach wider objectives – empowering Roma and tackling antigypsyism at its roots. Interviewed stakeholders were not aware of any other organisation with comparable objectives and approach.

The evaluators acknowledge the specific features of ERIAC that make the fulfilment of this mission feasible. The most significant features can be summarised in the following way:

- The links to the CoE structures grant ERIAC a specific legitimacy of a non-profit organisation backed by a major intergovernmental organisation. ERIAC thus may contribute to the creation and implementation of CoE policies and legal instruments, benefit from the direct communication channels to national institutions in the CoE member States, and benefit from the CoE's financial and institution building support.
- The links to the OSF ensure ERIAC access to a global network of partner institutions, experts and activists, and a reliable source of funding.
- The Pan-European character of ERIAC allows working in countries with a significant Roma population also beyond the EU borders. At the same time, the international substance of ERIAC is appealing to the Roma population who often self-identify as European citizens rather than citizens of a particular country.
- Roma leadership of ERIAC makes its mission and approach trustworthy and attracts other prominent Roma Associate Members.

- ERIAC as a membership-based organisation positions itself as a networking platform and knowledge hub. This participatory philosophy is essential for key donors like the CoE and the EC. At the same time, the pedagogy behind the contribution principle indirectly contributes to the ERIAC's mission.
- The location of ERIAC's headquarters in central Berlin is a sign of its ties to the world of culture and creative industries; also the branch office in Belgrade is suitably located in the cultural centre of the Balkans. These physical premises also allow bringing together Roma and non-Roma, ensure visibility among the mainstream societies and decision makers and contribute to the pride of the performing or exhibiting artists.

In its short history, ERIAC has managed to create partnerships and synergies with other Roma organisations. The most natural partners were certainly the Roma Education Fund and the Roma Entrepreneurship Development Initiative, both belonging to the OSF structures. Particularly the Roma Education Fund (with offices located in the same building in Belgrade as the ERIAC Serbia and Executive Director of ERIAC being a Board member of the REF Switzerland Foundation<sup>27</sup>) is an important partner and ally in the Roma empowerment efforts and inclusion of the Roma history in school curricula and teaching materials. Initial synergies also emerge with organisations, such as the EVZ Foundation (possibly due to its location in Berlin) and European Roma Grassroots Organisations Network – ERGO (due to their participation in the CoE's ADI-ROM committee and in the Citizens, Equality, Rights and Values Programme of the EC).

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<sup>27</sup> <https://www.romaeducationfund.org/who-we-are/board/>

### 3. Recommendations

The findings stated in the previous chapter establish the **high quality of ERIAC's work and remarkable results** achieved by ERIAC in the first six years of its existence. At the same time, **the fundamental importance of the CoE's support** for its further development has been demonstrated. Based on that, the following recommendations have been formulated:

- 1) **For the CoE:** The CoE should reward the achievements and thriving outreach of ERIAC by rethinking its financial contribution. Taking into consideration ERIAC's growing expertise and contribution to combating discrimination in Europe, the evaluators recommend **not only to continue the funding of ERIAC, but also to temporarily increase the CoE's annual contribution**. It is the evaluators' deep conviction that ERIAC's mission should be primarily supported by public sector donors. A temporary increase in funding would (i) allow building ERIAC's internal capacities that would work towards a (self)sustainable financial model, (ii) reconfirm the CoE's commitment towards the founding partners of ERIAC and (iii) compensate the recent inflation.
- 2) **For the CoE and ERIAC: Synergies between the CoE and ERIAC** should be further created in both directions. ERIAC could contribute more to existing CoE initiatives and projects (e.g., the Cultural Routes, the European Centre for Modern Languages in Graz, the European Wergeland Centre in Oslo, the implementation of Recommendation CM/REC(2020)2). The CoE could advocate more the mission and objectives of ERIAC towards the member States, aiming to strengthen its political visibility and legitimacy.
- 3) **For ERIAC:** ERIAC should strengthen its **communication towards the member States of the CoE**. The evaluators propose the following communication channels:
  - a. Active physical participation in the meetings of ADI-ROM, including presentation of recent achievements and handing out recent deliverables/publications.
  - b. Launching an online quarterly newsletter for the national delegations to the CoE Congress, Parliamentary Assembly of the CoE, CDADI and ADI-ROM members, decision makers and cultural institutions in all CoE member States.
  - c. Selected member States (for instance Slovakia via the Government Plenipotentiary for the Roma Communities) should be directly approached by ERIAC's Executive Director to discuss a more active support and cooperation. For this purpose, ERIAC might create a short guidebook explaining possible forms of cooperation and their benefits, including joint events, joint projects, provision of expertise, revision of school curricula, partnerships with national cultural institutions and universities, establishing a branch office, etc.
- 4) **For ERIAC:** In view of the well-developing **cooperation with the European Commission**, consider inviting a representative of DG Justice and Consumers to become an observer in ERIAC's Board. Exploring the cooperation potential with DG EAC and DG NEAR might also strengthen the involvement of the European Commission.
- 5) **For ERIAC:** Limited personnel capacity is a serious risk for further institutional development; strengthening the work with the community of ERIAC seems the priority area where additional staff is needed. As soon as the funding is available, hire a **Community Manager**, systematise communication with Associate Members and increase the collection of membership fees.
- 6) **For ERIAC: Creative solutions** are needed to tackle the lacking institutional funding:
  - a. Check German governmental schemes on funding available for internships and/or working positions for vulnerable job seekers.

- b. When contracting freelancers or remote service providers, take into consideration the income differences between the countries<sup>28</sup>.
  - c. Contact the universities in Berlin for student volunteers.
- 7) **For ERIAC:** Becoming a European authority for **standardised training and testing of the Romani language** seems a promising initiative that might diversify the funding base. It is recommendable to hire an experienced expert to support the standardisation and institutionalisation process and development of a realistic business model.
- 8) **For ERIAC:** It is worth considering to what extent the process of standardising the Romani language for teaching purposes can be accompanied, recorded and analysed **linguistically** (e.g., through cooperation with universities and scientific institutions).
- 9) **For ERIAC:** Within the cross-cutting objective of ERIAC's institutional stability and development, further advancement of its **research capacity and networks** would be desirable. Being also perceived as a social research institution might enhance the overall appreciation of ERIAC by the public sector and foster its impact on the policy making. Expanding, deepening and institutionalising the cooperations with (leading) higher education institutions would therefore be a first step in this regard. Against the background of ERIAC's discourse- and dominance-critical perspective, it is also recommended to increasingly seek cooperation with those representatives of academia and non-profit sector who deal with similarly situated, albeit not Roma-related issues from a comparable perspective.
- 10) **For the CoE, member States and ERIAC:** It is strongly recommended to continue and increase efforts to establish **new branch offices** in the CoE member States.
- 11) **For the CoE, member States and ERIAC:** Showcasing contemporary Roma arts at major European events proved a highly successful outreach activity of ERIAC. It is therefore recommended to create financial and idea support mechanisms to ensure further presence of ERIAC at **leading mainstream art institutions and most prestigious European Biennales and Festivals**. Targeted activities for sensitising curators should accompany these efforts.
- 12) **For the CoE, member States and ERIAC:** Considering the encouraging initiative on the **inclusion of the history of Roma in school curricula and teaching materials** in Serbia, it is recommended to check to what extent similar collaborations can be initiated in other CoE member States.

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<sup>28</sup> 2022 gross monthly average wage ranged between € 362 in Ukraine and € 6,107 in Denmark.

## Annex 1 – Evaluation matrix

Evaluation Questions	Evaluation Sub-questions	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)	Evaluator(s) Responsible
<b>RELEVANCE</b>					
1. How suitable is the mission and design of ERIAC for tackling antigypsyism and discrimination against Roma in Europe?	1.1 How significant is ERIAC for Roma organisations and individual artists and cultural and human rights activists?	<ul style="list-style-type: none"> <li>• Participation of Roma organisations and individuals in the activities of ERIAC</li> <li>• Alignment of ERIAC’s activities with their actual needs</li> </ul>	Desk research Interviews	ERiac Partners	Helbich
	1.2 How plausible is ERIAC’s mission for the community and broader audience?	<ul style="list-style-type: none"> <li>• Plausibility of the links between the artistic and cultural creativity of Roma and (i) increasing their self-esteem and (ii) tackling negative prejudice in mainstream society</li> </ul>	Desk research Interviews	CoE ERiac Partners	Helbich Hodaie
	1.3 To what extent does ERIAC’s work contribute to the work of the CoE?	<ul style="list-style-type: none"> <li>• Implementation of the MoU signed between the CoE and ERIAC</li> <li>• Contribution to the Strategic Action Plan for Roma and Travellers Inclusion 2020 - 2025</li> </ul>	Desk research Interviews	CoE ERiac	Helbich
	1.4 How important are the unique advantages of ERIAC?	<ul style="list-style-type: none"> <li>• Embodiment within the CoE</li> <li>• Embodiment within the OSF network</li> <li>• Institutionalised source of legitimacy, talent and social capital</li> </ul>	Desk research Interviews	CoE ERiac Partners	Helbich
<b>EFFECTIVENESS</b>					
2. To what extent has ERIAC achieved its strategic objectives 2021-2025?	2.1 What progress has been achieved so far in building physical and digital infrastructure to upscale the talent, visibility and quality among the Roma artists and cultural producers?	<ul style="list-style-type: none"> <li>• Opening new ERIAC branches</li> <li>• Partnerships with mainstream arts and culture institutions</li> <li>• Cooperation with universities</li> <li>• Initiatives and materials aiming at safeguarding Romani language</li> <li>• Building digital infrastructure</li> <li>• Media initiatives</li> </ul>	Desk research Interviews	CoE ERiac Partners	Hodaie

	<p>2.2 What progress has been achieved so far in building on the recent breakthrough CoE Recommendation on the inclusion of the history of Roma and/or Travellers in school curricula and teaching materials?</p>	<ul style="list-style-type: none"> <li>• Developing referential history and cultural history-teaching materials</li> <li>• Introducing them in formal and informal education practices</li> <li>• Provision of consultancy, training and teaching services</li> </ul>	<p>Desk research Interviews</p>	<p>CoE ERiac Partners</p>	<p>Hodaie</p>
	<p>2.3 What progress has been achieved so far in advancing the sense of pride and belonging among the Roma?</p>	<ul style="list-style-type: none"> <li>• Size and composition of ERIAC's online and offline community and audience</li> <li>• Provision of identity-related accessories, symbols, and materials, shared history and language education tools and methodologies</li> <li>• Regularly organised talent competitions, creative informal online education tools, hosting and broadcasting annual celebrations and commemorations</li> <li>• Developing creative campaigns to shape Roma identity and pride</li> <li>• Providing support and work in service of the transnational Roma movement</li> <li>• Fostering innovation</li> </ul>	<p>Desk research Interviews</p>	<p>CoE ERiac Partners</p>	<p>Hodaie</p>
	<p>2.4 What have been the enabling or hindering factors to achieve the strategic objectives?</p>	<ul style="list-style-type: none"> <li>• Internal enabling and hindering factors</li> <li>• External enabling and hindering factors</li> </ul>	<p>Desk research Interviews</p>	<p>CoE ERiac Partners</p>	<p>Helbich Hodaie</p>

<b>EFFICIENCY</b>					
3. Is ERIAC functioning as an efficient institution?	3.1 Are the governance structures of ERIAC (Pakiv Board, Executive Director, General Assembly and Barvalipe Academy) appropriate and efficient to achieve its strategic objectives?	<ul style="list-style-type: none"> <li>Balanced composition (regional, generational, gender)</li> <li>Efficient inner decision-making mechanisms, including the membership and the election procedure</li> <li>Mechanisms to avoid conflict of interest</li> <li>Integrity/ethics framework and rules for procedures</li> <li>Internal control mechanisms minimising legal, operational and financial risks</li> </ul>	Desk research Interviews	CoE ERIAC Partners	Helbich
<b>SUSTAINABILITY</b>					
4. To what extent has ERIAC achieved its cross-cutting objective of institutional stability and development?	4.1 How strong is the partnership and cooperation with the CoE, the CoE member states and the OSF network?	<ul style="list-style-type: none"> <li>Actual level of commitment/ engagement of cooperating partners</li> <li>Financial contribution of cooperating partners</li> <li>Prospects for future sustainability of the partnerships</li> </ul>	Desk research Interviews	CoE ERIAC Partners	Helbich
	4.2 To what extent has ERIAC mobilised and diversified its funding sources?	<ul style="list-style-type: none"> <li>Overall budget</li> <li>Diversity of funding</li> </ul>	Desk research Interviews	ERIAC Partners	Helbich
	4.3 How sustainable is the network of Associate members?	<ul style="list-style-type: none"> <li>Thematic and geographical distribution</li> <li>Associate members' ownership of ERIAC's results</li> </ul>	Desk research Interviews	ERIAC Partners	Helbich
<b>ADDED VALUE</b>					
5. What is the added value of ERIAC's activities to similar ones in the CoE member states?	5.1 To what extent does ERIAC cover areas not addressed by similar providers?	<ul style="list-style-type: none"> <li>ERIAC's ability to fill gaps in the area or Roma arts and culture</li> </ul>	Desk research Interviews	CoE ERIAC Partners	Helbich
	5.2 To what extent does ERIAC create synergies with similar initiatives?	<ul style="list-style-type: none"> <li>Evidence of synergies with similar initiatives</li> <li>Evidence of overlaps with similar initiatives</li> </ul>	Desk research Interviews	CoE ERIAC Partners	Helbich

## Annex 2 – List of Interviews

### Council of Europe

- Bjørn BERGE, Deputy Secretary General and Council of Europe representative in the ERIAC Board
- Jeroen SCHOKKENBROEK, Director, Directorate of Anti-Discrimination, Directorate General of Democracy
- Hallvard GORSETH, Head of Anti-Discrimination Department, Directorate of Anti-Discrimination, Directorate General of Democracy
- Eleni TSETSEKOU, Head of Division, Roma and Travellers Team, Directorate of Anti-Discrimination, Directorate General of Democracy
- Thorsten AFFLERBACH, Head of Division, Inclusion and Anti-discrimination programmes, Directorate of Anti-Discrimination, Directorate General of Democracy, former Head of Division of Roma and Travellers Team
- Luisella PAVAN-WOOLFE, Head of Office, Council of Europe Venice Office

### ERIAC Office

- Timea JUNGHAUS, Executive Director
- Anna MIRGA-KRUSZELNICKA, Deputy Director
- Neven MESEC, Finance Manager
- Katarzyna PABIJANEK, Fundraising/Program Manager
- Gabor FEHÉR, Office Manager

### ERIAC Board

- Zeljko JOVANOVIC, Chair of the Board, representative of the Open Society Foundations
- Ismael CORTEZ, Board member
- Gilda HORVATH, Board member
- Sead KAZANXHIU, Board member

### ERIAC Barvalipe Academy

- Maria BOGDAN, Barvalipe Academy Chair
- Iulius ROSTAS, Barvalipe Academy member

### ERIAC Serbia

- Jadranka IVKOVIC, Executive Director, ERIAC Serbia
- Bratislav MITROVIC, Office Manager, ERIAC Serbia



## **Partners**

- Lavinia BANU, Policy Officer, European Commission
- Redjepali CHUPI, Interim Co-director, Roma Education Fund
- Julia FERLONI, Head of the Crafts, Trade and Industry unit, Museum of Civilizations of Europe and the Mediterranean
- Jan HERO, Slovak Government Plenipotentiary for Roma Communities, Chair of ADI-ROM
- Michael ROTH, Member of the German Bundestag, former Minister of State for Europe
- Hajnalka SOMOGYI, Director, OFF Biennale Budapest